

HEALTH WEALTH CAREER

**MERCER | SIROTA**

UNDERSTANDING THE EMPLOYEE  
EXPERIENCE: MOVING FROM  
PROJECT TO PLATFORM

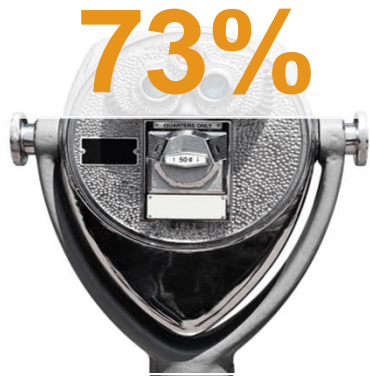
LEWIS GARRAD  
KATERINA PSYCHOPAIDA





- Introduction – Setting the context
- From Engagement to Experience
- From Project to Platform
- Building an EX Program
- Q&A

# AGE OF DISRUPTION: THE ROLE OF HR



of executives anticipate **industry disruption in the next 3 years** (up from 26% in 2018)

## 2019 TOP TALENT RISKS

Decline in Employee Trust

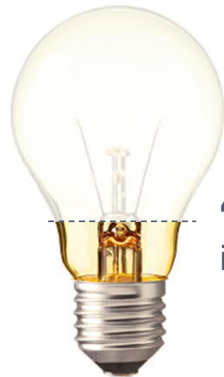


Increase in Employee Attrition

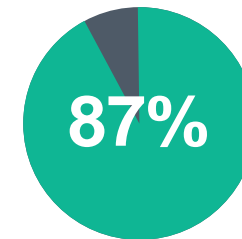
## NEED FOR HR TO LEAD AT THE DRAFTING TABLE

In major change projects, HR leaders get involved in...

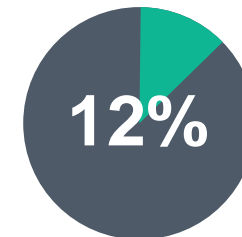
61%  
implementation



41%  
idea generation



of HR leaders are confident to lead on transformation efforts



of HR departments using predictive analytics (up from 9% in 2018)

SOURCE: MERCER'S GLOBAL TALENT TRENDS 2019

# INSIGHT MUST DRIVE THE TRANSFORMATION AGENDA

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## Top asks for talent analytics

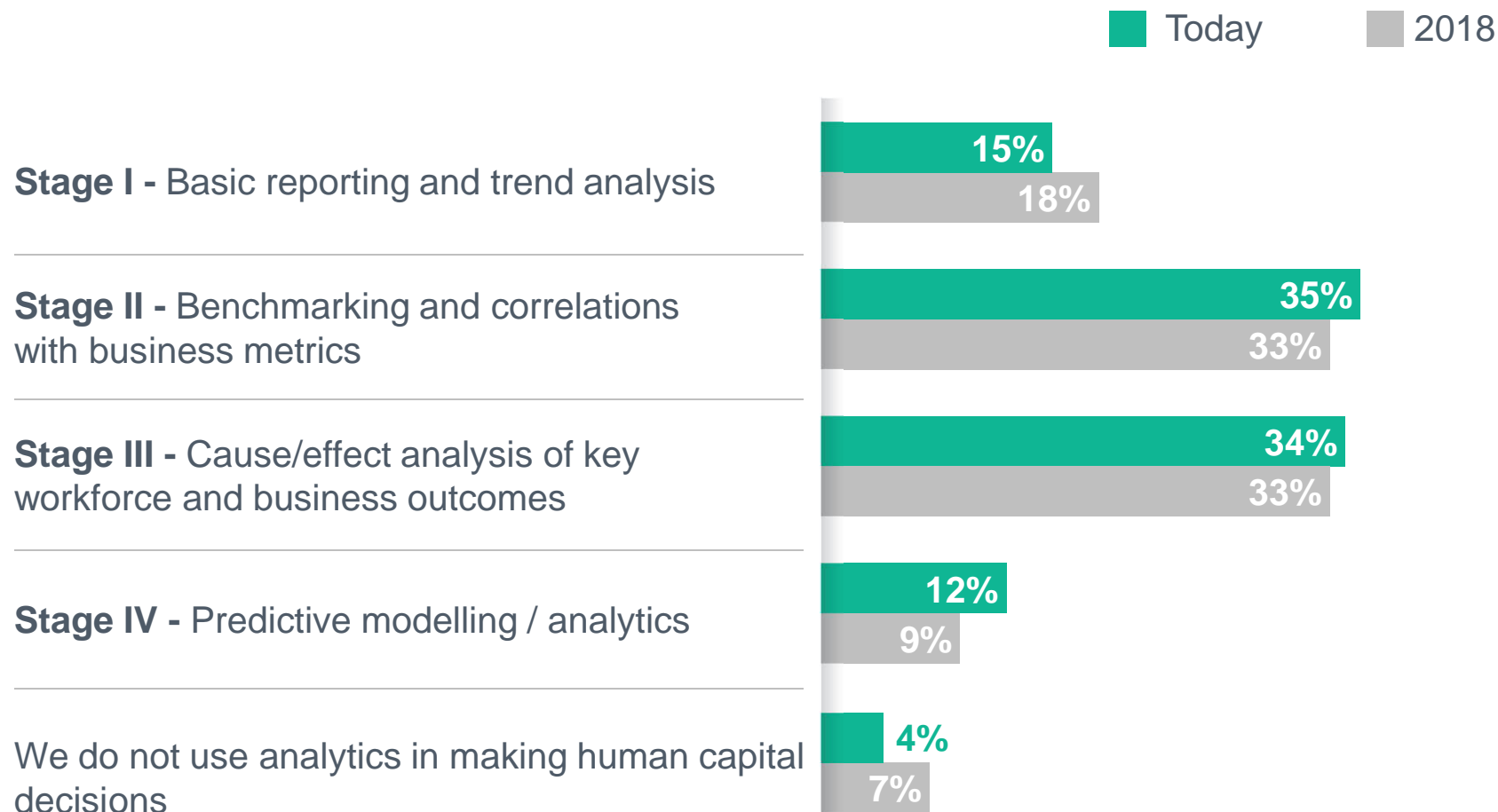
	Exec	HR
Which <b>training programs</b> are the most effective?	#1	36%
When based on performance outcomes, is it better to <b>build, buy, or borrow</b> talent?	#2	33%
What are the key <b>drivers of engagement</b> in our organization?	#3	33%
Which <b>profile of candidates</b> tends to stay longer?	#4	36%
Which employees are at <b>risk of burn-out</b> ?	#5	32%
Why is <b>one team high performing</b> and another struggling?	#6	32%
Who is <b>likely to leave</b> in the next 6-12 months?	#7	32%

SOURCE: MERCER'S GLOBAL TALENT TRENDS 2019

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# BUT ORGANISATIONS ARE STRUGGLING TO FIND INSIGHTS

## Are we making progress?



SOURCE: MERCER'S GLOBAL TALENT TRENDS 2019

## Limitations of Employee Engagement

- Some have questioned whether engagement is effective

## Emergence of Experience Economy

- Experience as source of economic/competitive advantage

## Increasing Importance of Human Capital

- People as the last competitive advantage
- Mass career customization

## Rise of HR Tech and big data @ work

- Increased capabilities to make data-based decisions

## Three Foundational Questions



**EXPLORATION**



**ANALYSIS**



**MANAGEMENT**

# CHANGING RESPONSIBILITIES

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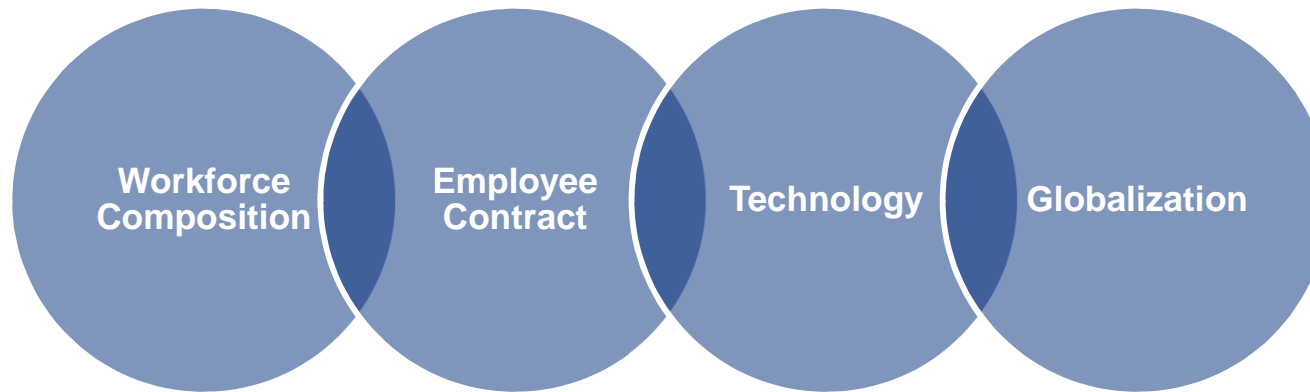
	From	To
Role	Engagement Lead	Head of People Analytics
Expertise	Survey Research	Organizational Research
Design	Survey Design	Research Program Design
Analysis	Within Survey Data Aggregation	Across Data Integration and Analysis
Action	Deliver recommendations and best practices	Deliver tailored interventions



# HOW ARE PEOPLE ANALYTICS PROGRAMS CHANGING HR?

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The world of work is changing...

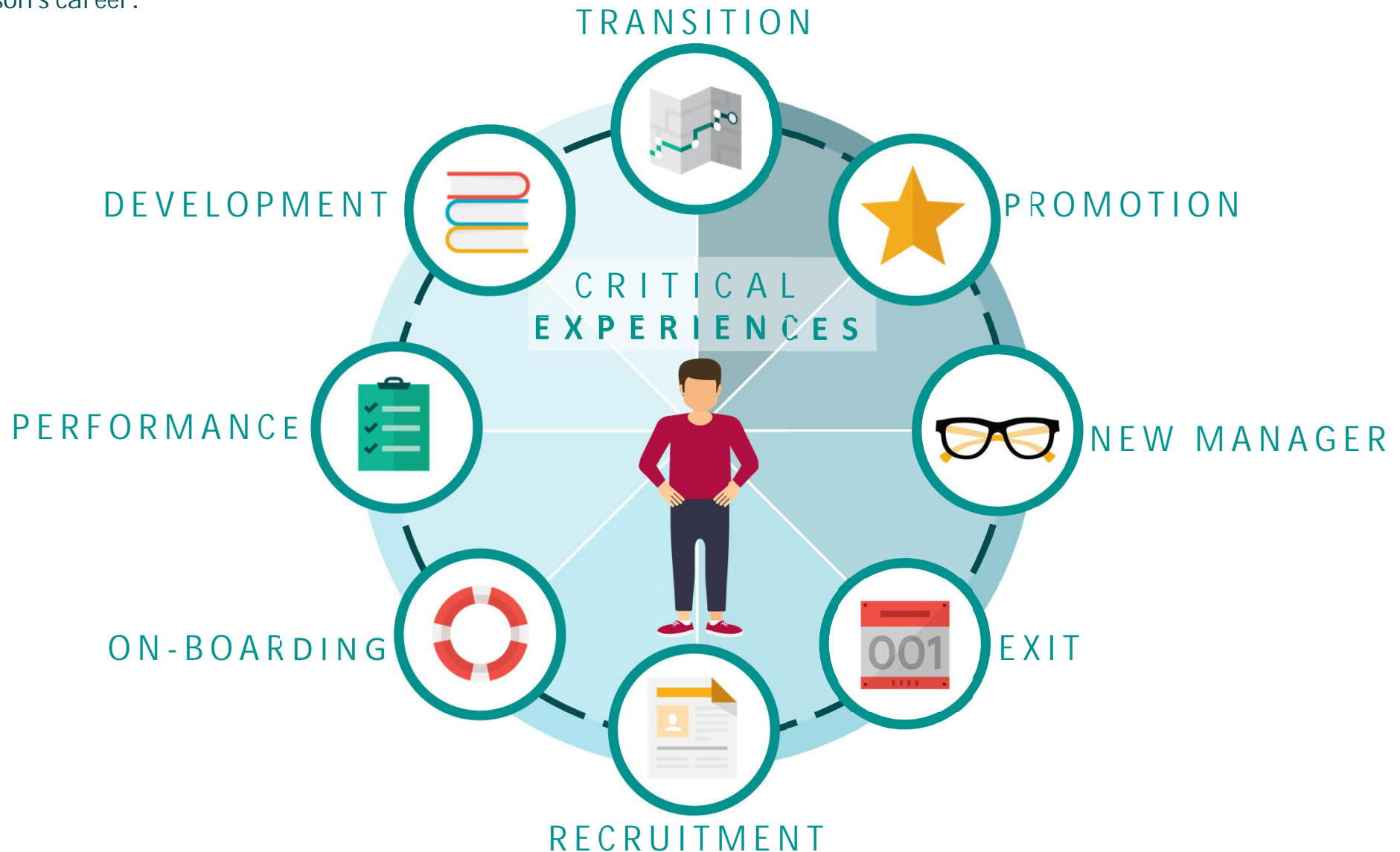


In today's complex world, organizations need a robust research platform that provides...



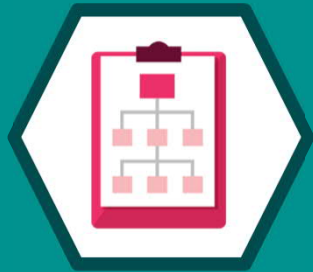
# THE EMPLOYEE LIFECYCLE- MOMENTS THAT MATTER

Employee Lifecycle research seeks to identify the critical attitudinal drivers of engagement and performance at different points in a person's career.



# THE EMPLOYEE LIFECYCLE- MOMENTS THAT MATTER

## CONCEPTUAL MODEL



*Employees come to work with different needs & talents*



*Over their career, they are exposed to different events and experiences*



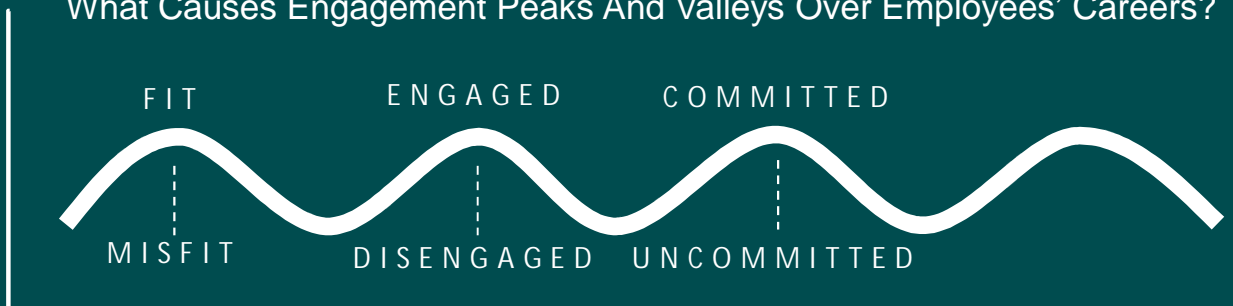
*Some experiences enhance Fit, Engagement and Commitment levels; Others undermine it*



*This translates into varying levels of business performance*

## EMPLOYEE NEEDS & INDIVIDUAL DIFFERENCES

What Causes Engagement Peaks And Valleys Over Employees' Careers?



RECRUITING

ON-BOARDING

DEVELOPMENT

TRANSITION

EXIT

HR OFFERINGS & PRACTICES

MANAGER PRACTICES

CULTURE & VALUES

CUSTOMER SERVICE (NPS)

INDIVIDUAL PERFORMANCE

OPERATIONAL & BUSINESS OUTCOMES

# THERE IS A SHIFT IN HOW WE USE SURVEY FEEDBACK

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Mercer provides different survey feedback approaches for varying needs while maintaining clear objectives, ownership and expectations for follow-up.



## Engagement Survey Project

Episodic survey – usually once a year

All employees in one go – a comprehensive review

Distributed action by line managers & HR



Moving to



## Employee Experience Platform

On-demand surveys when they are needed

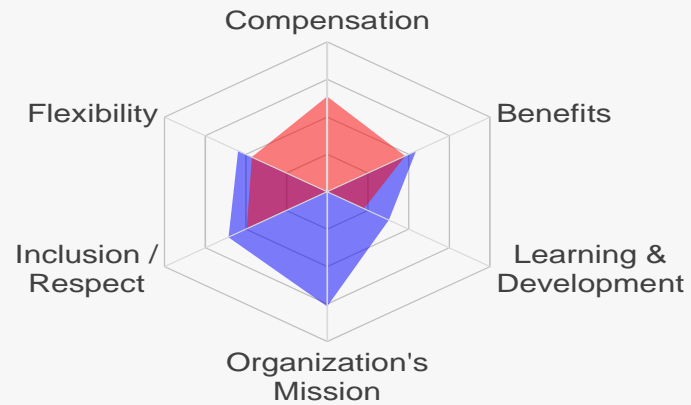
Employees give feedback when it's most relevant

Actions aligned to specific need & timing

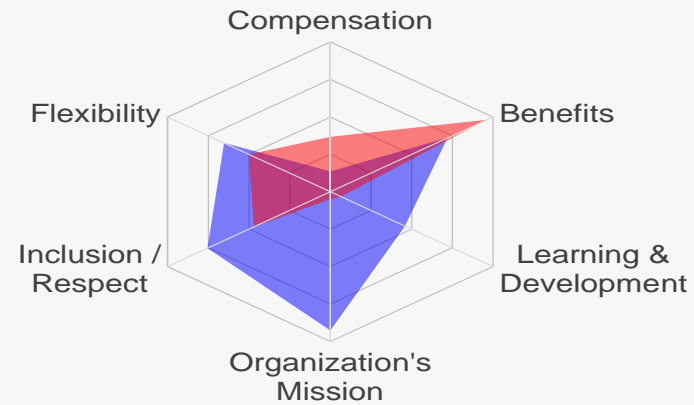
The most successful strategies combine these approaches

# LOOKING BEYOND GENDER & GENERATION STEREOTYPES

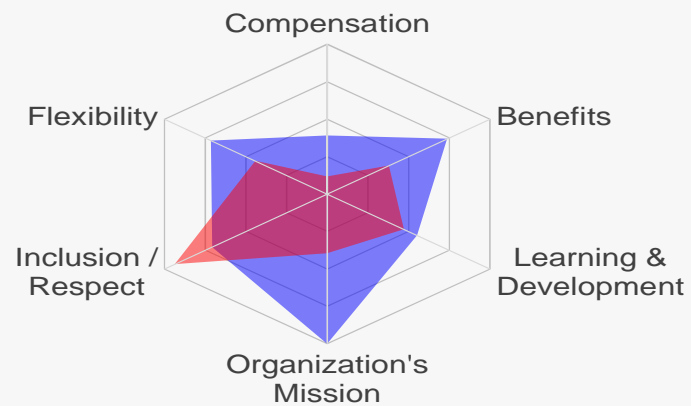
*The Incentive Driven (n=182)*



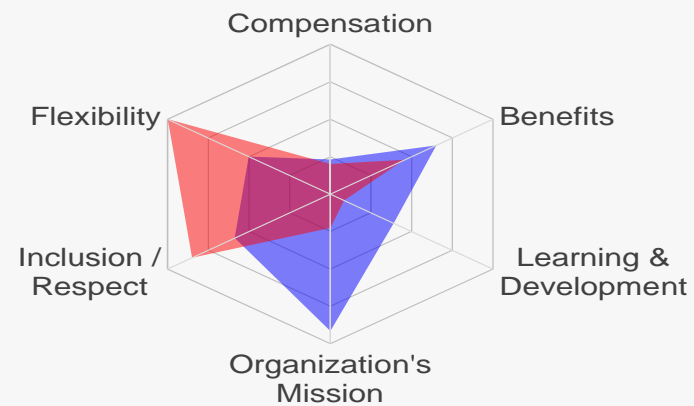
*The Benefits Seeker (n=249)*



*The Idealistic Learner (n=170)*

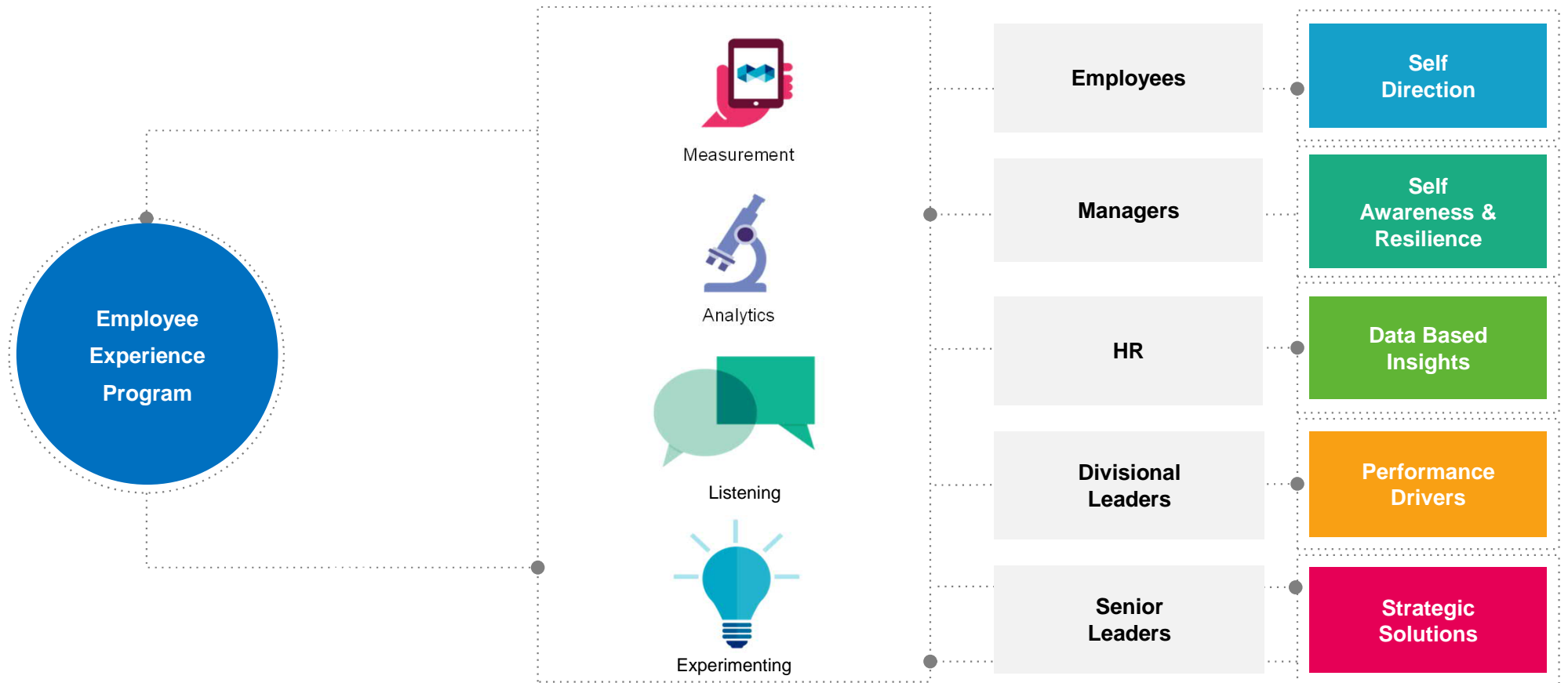


*The Free Spirit (n=209)*



■ Importance  
■ Satisfaction

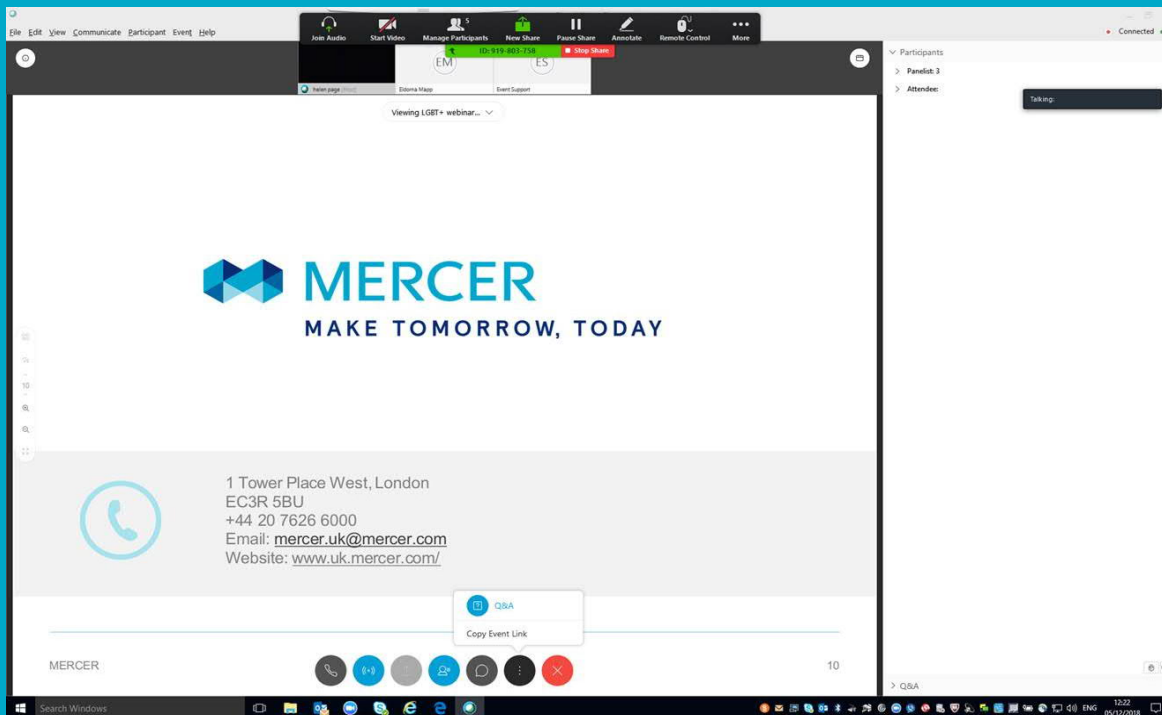
# WHAT NEXT? BUILDING A 21ST EMPLOYEE EXPERIENCE PROGRAM



# QUESTIONS?

Please type your questions in the Q&A section of the toolbar and we will do our best to answer as many questions as we have time for.

If the Q&A panel does not appear on your screen automatically, please go to the floating panel at the bottom of your screen, click the circle which contains the three dots and select Q&A. Please make sure you send questions to "all panelists."



## FEEDBACK

Please take the time to fill out the feedback form at the end of this webcast so we can continue to improve. The feedback form will pop-up in a new window when the session ends.

**MAKE**  **MERCER**  
**TOMORROW,**  
**TODAY**



# OUR EMPLOYEE FEEDBACK APPROACH

Mercer provides different survey feedback approaches for varying needs while maintaining clear objectives, ownership and expectations for follow-up. Our approach enables both these objectives:



## ENGAGEMENT SURVEY PROJECT

A full diagnostic customized survey

- ✓ Well-designed instrument for a thoughtful population strategy
- ✓ Deliver an organizational wide survey
- ✓ Deeper reporting and analysis
- ✓ End to end project management and consulting support



**MERCER  
TECHNOLOGY  
& EXPERTISE**



## EMPLOYEE EXPERIENCE PLATFORM

Measure progress against initiatives, priorities, recent changes and ongoing sentiments

- ✓ Unlimited ad-hoc survey administrations
- ✓ Ability to monitor employee sentiments for selected groups of people
- ✓ Check progress of action areas and reaction to initiatives for a disciplined approach to action planning

*Mercer employee surveys are purposeful and aligned to business strategy, supported by unique value propositions.*

### DESIGNED BY EXPERTS

Our platform architecture is rooted in organization science & over 45 years of survey research experience

### SHAPED BY END- USERS

A client-centric approach and user feedback has shaped a best-in-class user experience across robust features and functionality

### WITH PRACTICAL GUIDANCE

A strategy and approach workshop led by a survey research expert is included, and additional support is always available