

Special Webcast

# The Employee Experience: Definition, Measurement, and Its Role in Promoting Positive People and Organizational Outcomes

October 12, 2021

THE CONFERENCE BOARD 

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# Some of the critical questions and issues we will be answering today

- What is the Employee Experience (EX)
  - ✓ The special role of well-being in the EX
  - ✓ The Special role of care in the EX
- How do we measure EX?
- Why assessing EX Matters
- How does Limeade help to promote a positive EX/recommendations.



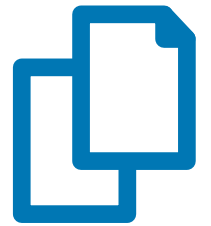
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# Today's Speakers



**Jon Gallegos**  
Researcher  
*Limeade Institute*



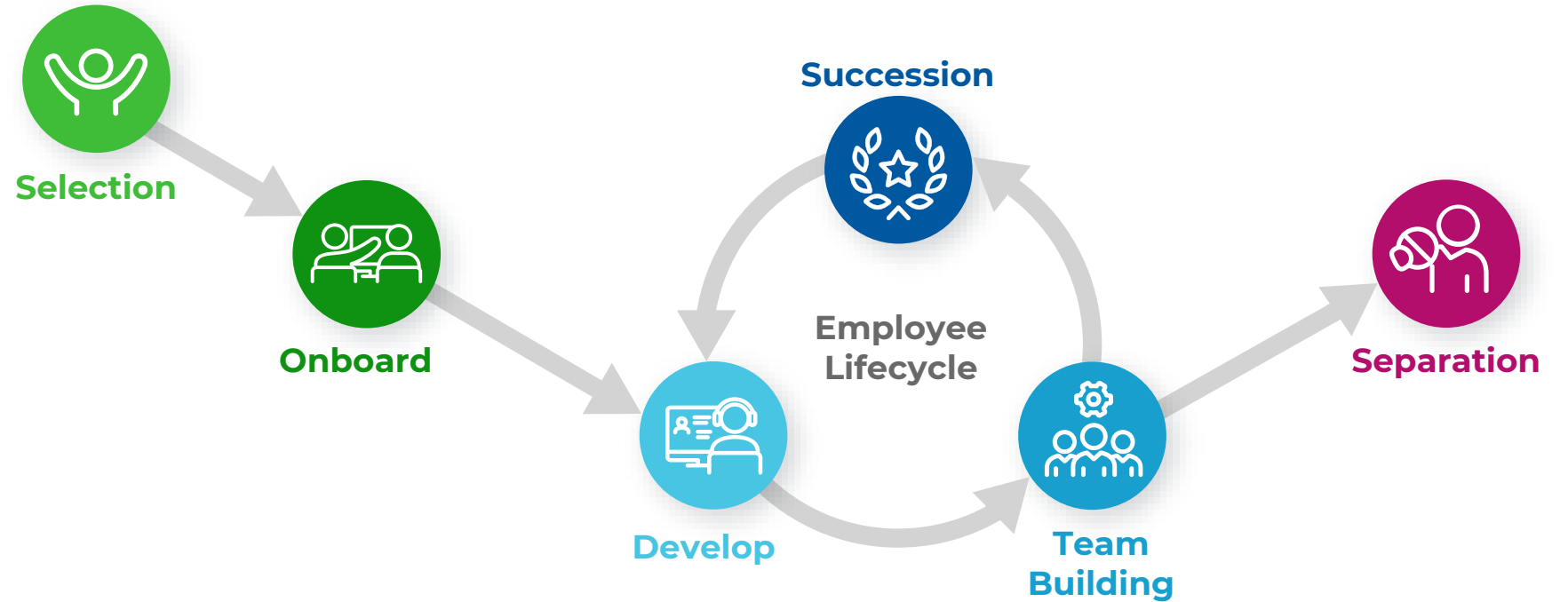
**Francine Parham**  
**(Moderator)**  
Senior Fellow, Human Capital  
*The Conference Board*

# What is the Employee Experience?



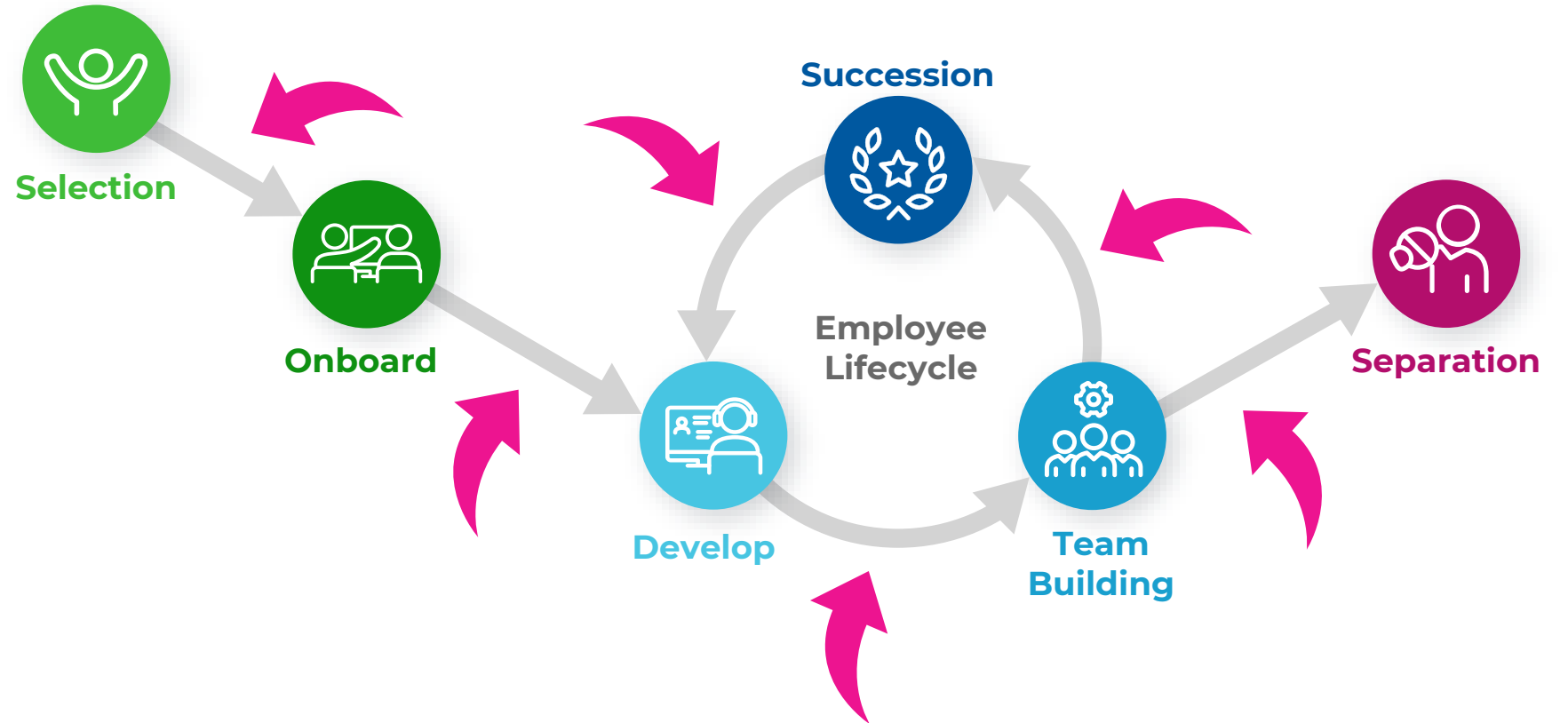
# What is the Employee Experience?

## Level 1: Top Floor



# What is the Employee Experience?

## Level 2: Bottom Floor

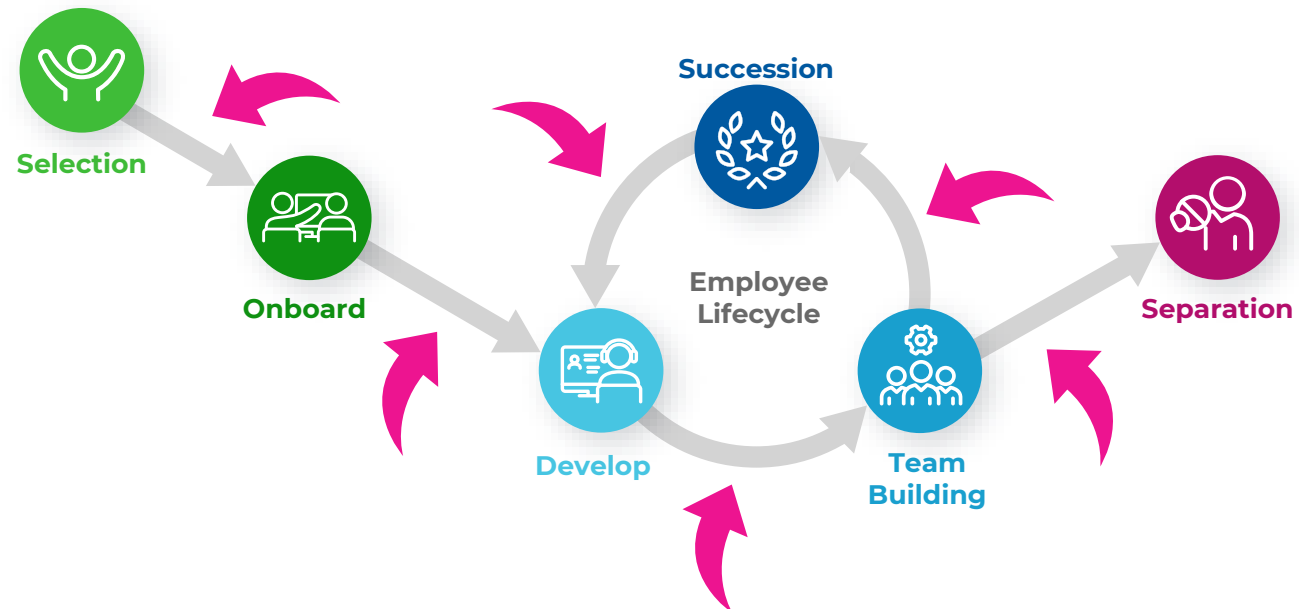




# What is the Employee Experience?

## Level 2: Bottom Floor

EX = how all interactions, big and small, affect how employees feel about their work.



# What is the Employee Experience?

## Level 2: Bottom Floor

We need to understand these feelings the context of 9 work areas

### Employee Engagement

Do employees feel connected and energized by their work?

### Diversity, Equity, & Inclusion

Do employees feel like they belong and perceive fairness and diversity within their organization?

### Rewards & Recognition

Do employees feel valued and recognized by their organization?

### Communication

Do employees feel a sense of trust and connection with their organization?

### Learning & Development

Do employees feel like they can grow and develop at their organization?

### Strategy & Goals

Do employees feel like they understand the direction of their organization and how they can contribute to it?

### Feedback

Do employees feel like the feedback they receive is grounded in mutual trust and respect?

### Corporate Social Responsibility

Do employees feel like their organization is making the world a better place?

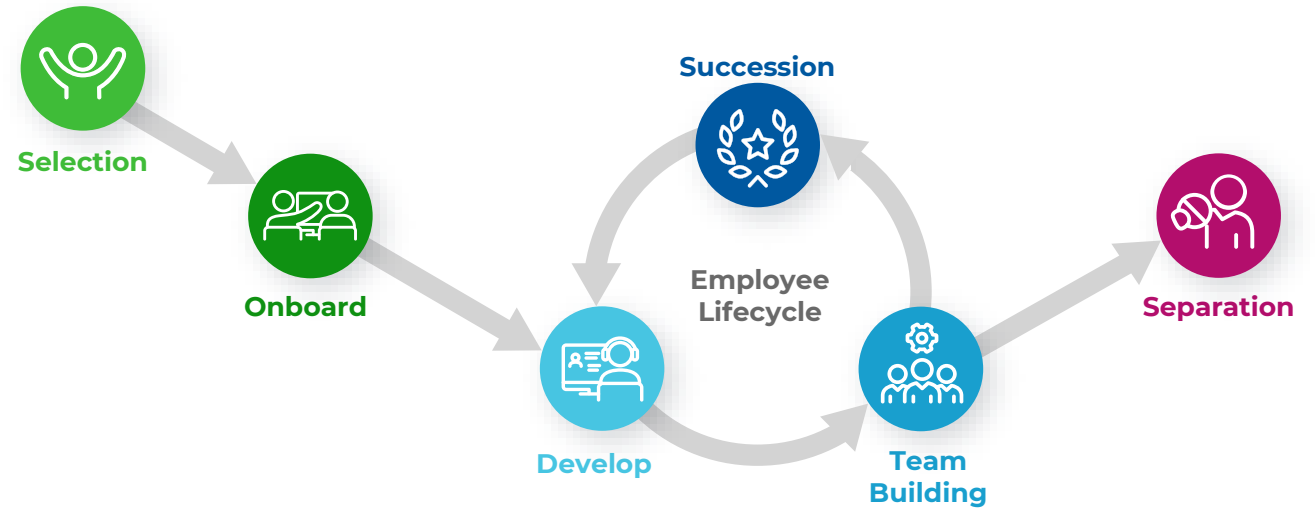
### Well-Being

Do employees feel like their organization cares about their whole-person well-being?

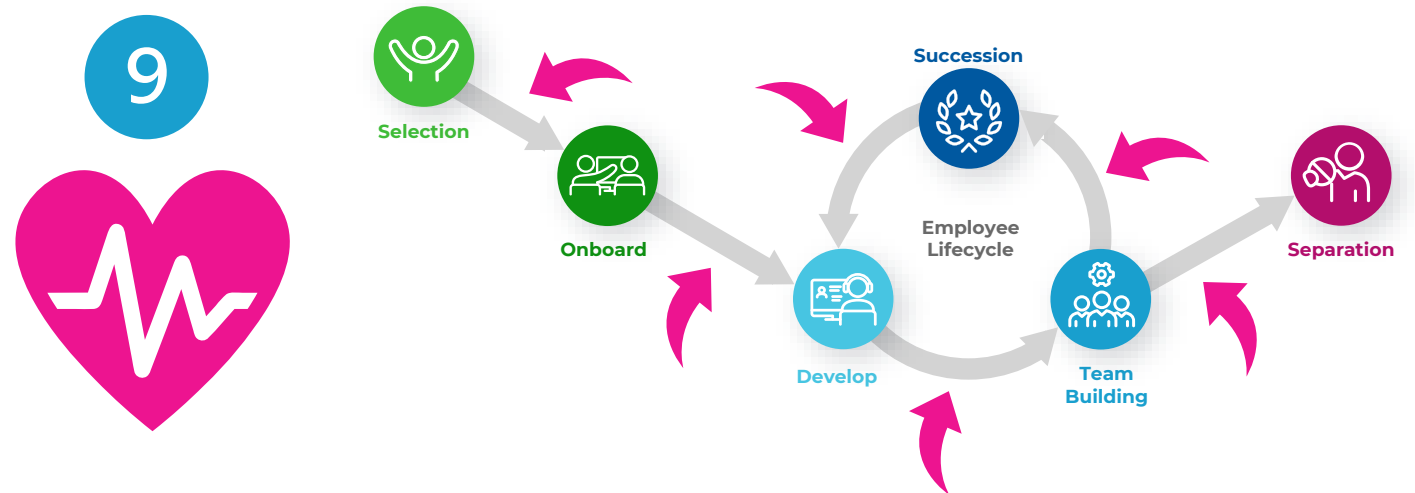
# What is the Employee Experience?

## Summary

### Level 1



### Level 2



# The Special Role of Whole Person Well-Being in the EX



**Inclusion**

**=**

**Well-being**



**Engagement**

# The Employee Experience is Rooted in Care



How can we  
Measure EX?

**The Institute performed a study  
(7,846 participants) across 5 different  
countries.**

US

Australia

UK

Germany

France

**Goal:** How can we assess EX?

What are the outcomes of a positive EX?

# How can we Measure the EX?

## The Employee Experience Index

<b>Well-being</b>	I feel like my organization cares about my whole person well-being (i.e., my work, physical, financial, and emotional well-being)
<b>DEI - Inclusion</b>	I feel like I belong at my organization.
<b>DEI - Diversity</b>	There are different backgrounds and identities represented at my organization.
<b>DEI - Equity</b>	I feel a sense of fairness at my organization.
<b>DEI - Psychological Safety</b>	I feel comfortable being and expressing myself.
<b>Engagement</b>	I feel connected to and energized by my work.
<b>Rewards &amp; Recognition</b>	I feel recognized and valued by my organization.
<b>Learning &amp; Development</b>	I feel like I can grow and develop at my organization.
<b>Strategy/Goals</b>	I feel like I understand the future direction of my company and how I contribute to that vision.
<b>Feedback</b>	I feel like feedback conversations at my organization are characterized by mutual trust and respect.
<b>Communication - Connection</b>	I feel connected to what's happening inside of my organization.
<b>Communication - Trust</b>	I trust my organization.
<b>Corporate Social Responsibility</b>	Through both its internal <i>and</i> external actions, I feel like my organization makes the world a better place.

1 2 3 4 5 6 7

Strongly disagree        Strongly agree

## Why Assessing the EX Matters

Because **a positive employee experience (a higher EX index score)**, or a positive emotional experience across the nine EX areas, **is associated with:**

1. Feeling that my organization has a positive culture
2. Feeling that the culture of my organization is one characterized by care
3. Feeling that my employee experience is characterize by care
4. Feeling that one has overall well-being in life
5. Feeling less burned out



# A Positive EX Promotes Overall Well-being



## Engagement:

Feeling connected to and energized by my work



## DEI:

Feeling comfortable being and expressing yourself.



## DEI:

Feeling like you belong in your organization

# A Positive EX Promotes Feeling Cared for by your Organization



## Rewards & Recognition:

Feeling Recognized and Valued by one's organization



## Communication:

Trusting one's organization.



## DEI:

Feeling a sense of fairness at one's organization.

# EX Programs/Initiatives Create Positive Outcomes for Employees

Employees who report a **high number of EX programs** at their organization (above 6), compared to employees who report a low number of EX programs (below 6) **report feeling:**

- More of a positive and caring culture at their organization
- A more positive EX
- Feeling more engaged with their work
- Intend to stay longer at their organization
- More well-being in their life
- Less feeling of burnout
- Feeling more included at their organization.

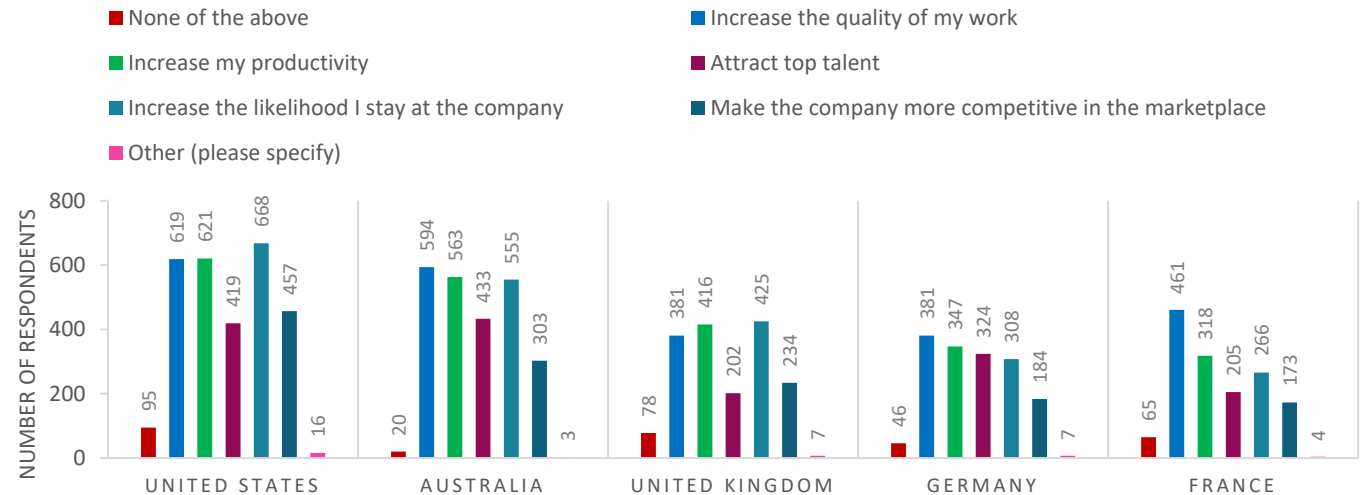
# Employees Believe that Investing in EX Matters

## Top responses across countries:

1. It would increase their likelihood of staying with their company
2. Increase their quality of work
3. Increase their productivity.
4. Attract more talent.
5. It would increase their likelihood of staying at their company.

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## IF MY ORGANIZATION INVESTED IN IMPROVING MY EMPLOYEE EXPERIENCE, I BELIEVE IT WOULD...



# How do we Create Positive EX?

NOTE: The percentages next to each emotion indicate how important each emotion is promoting a positive EX (maximum is 100% importance). See Figure 1 in appendix A for graphical depictions.

- **USA:**
  - I **trust** my organization (81%)
  - I feel like I **belong** at my organization (10%)
  - I feel like my organization **cares** about my whole person well-being (5%)
- **Australia:**
  - I feel like my organization **cares** about my whole person well-being (70%)
  - I feel **connected** to what's happening Inside my organization (18%)
  - I **trust** my organization (5%)
- **UK:**
  - I feel **recognized and valued** by my organization (83%)
  - I **trust** my organization (8%)
  - I feel like I can **grow and develop** at my organization (4%)
- **Germany:**
  - I feel like I can **grow and develop** at my organization (70%)
  - I feel like I **belong** at my organization (16%)
  - I feel **connected** to what's happening Inside my organization (6%)
- **France:**
  - I feel **recognized and valued** at by organization (76%)
  - I feel like I **belong** at my organization (13%)
  - I feel like I can **grow and develop** at my organization (5%)

Employees have the most positive experiences at work when they:

- Feel cared for by their company (**Well-being**)
- Feel like they can trust their company (**Communication**)
- Feel connected to their company (**Communication**)
- Feel Included (**DEI**)
- Feel like they have opportunities to grow and develop (**Learning & Development**)

# Institute Recommendations

1. The **employee experience** should be conceptualized, or thought about, in terms of the **9 care-based areas outlined here.**

**These 9 areas** help us better understand how employees feel and function at their best.

<b>Employee Engagement</b>	<b>Diversity, Equity, &amp; Inclusion</b>	<b>Rewards &amp; Recognition</b>
Do employees feel connected and energized by their work?	Do employees feel like they belong and perceive fairness and diversity within their organization?	Do employees feel valued and recognized by their organization?
<b>Communication</b>	<b>Learning &amp; Development</b>	<b>Strategy &amp; Goals</b>
Do employees feel a sense of trust and connection with their organization?	Do employees feel like they can grow and develop at their organization?	Do employees feel like they understand the direction of their organization and how they can contribute to it?
<b>Feedback</b>	<b>Corporate Social Responsibility</b>	<b>Well-Being</b>
Do employees feel like the feedback they receive is grounded in mutual trust and respect?	Do employees feel like their organization is making the world a better place?	Do employees feel like their organization cares about their whole-person well-being?

# Institute Recommendations

The EX can be properly assessed using the comprehensive EX index we have developed.

The Index is **psychometrically valid** and provides an easy, accurate, and care-based approach for assessing how employees are feeling and functioning within their organization.

## The Employee Experience Index

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1 2 3 4 5 6 7

Strongly disagree



Strongly agree

# Institute Recommendations

- Assessing the employee experience does not suffice for promoting positive employee outcomes.
- We need to plant the seeds of **EX programs and initiatives that** provide the resources that employees need to better their EX.
- **Evaluate EX** = monitoring the EX plant
- **EX fruit** = Positive outcomes for employees
- Creating positive outcomes for employees involves **a combination** of assessing the EX and using the resulting data to determine the types of EX initiatives that require generation or increased support.





# Questions



# Upcoming Webcast Programming from The Conference Board



- [Human Capital Watch™: Transforming Talent Acquisition, Onboarding and Internal Mobility - Conversations with CEOs, CHROs, and TA and HR Leaders \(October 19, 2021\)](#)
- [How to Strategically Measure Program Impact Through Data Trends \(October 21, 2021\)](#)
- [Staving off Culture Cracks: Attracting and Retaining Talent Amid “The Great Resignation” \(October 26, 2021\)](#)

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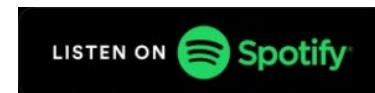


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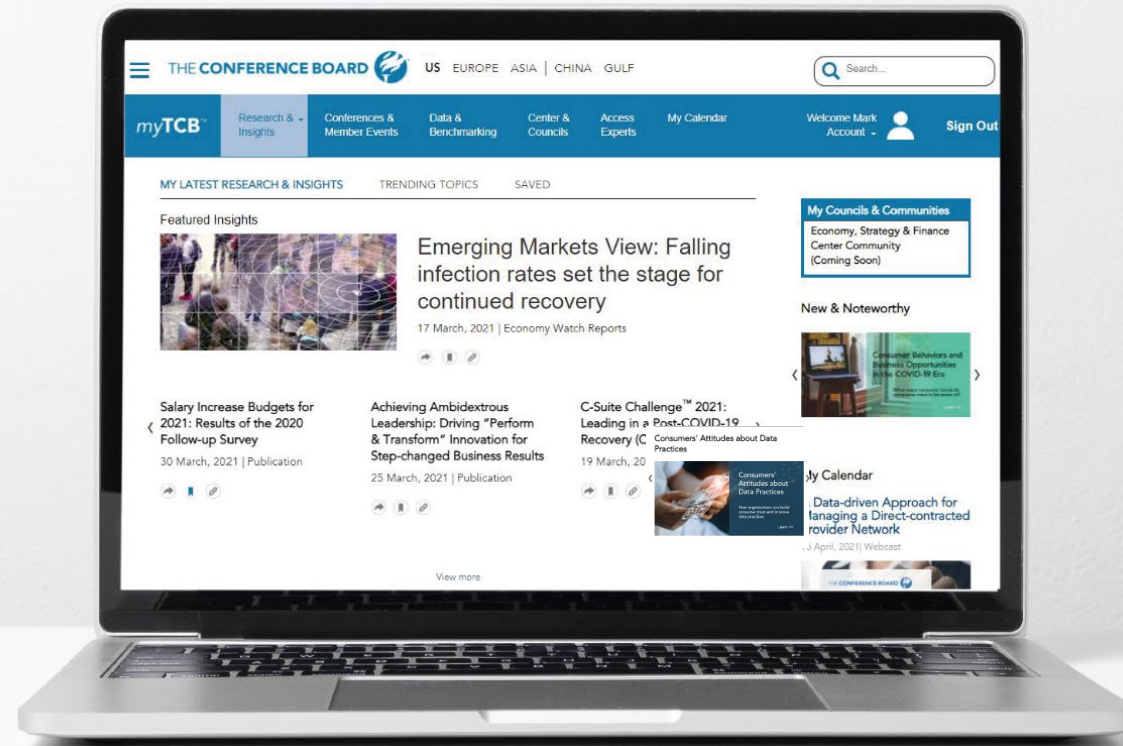
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