

Medallia

Unlocking Modern Employee Experience: 5 Steps to Going Beyond Traditional Employee Listening

July 12, 2023



Kathi Enderes, PhD

SVP Research and Global Industry Analyst
The Josh Bersin Company



Melissa Arronte, PhD

Employee Experience Practice Lead
Medallia



2023: A YEAR OF TRANSFORMATION

1. **Multifaceted Workforce** | A new, multifaceted workforce—diverse, aging, and scarce—will emerge.
2. **Industry Convergence** | Jobs and careers will be redefined by the convergence of industries.
3. **Skills** | Every company will get serious and pragmatic about skills.
4. **Hybrid Work** | Employee experience will be put to the test by hybrid work.
5. **DEI** | Organizations will move beyond diversity and focus on “people sustainability.”
6. **Leadership** | Every company will need to revisit its leadership model.
7. **Performance** | New models of performance management will take hold.
8. **Pay & Rewards** | Organizations will seriously revisit their pay and rewards strategies.
9. **Wellbeing** | CEOs and CHROs will increase their focus on wellbeing.
10. **Productivity** | Productivity will become an essential measure of employee success.
11. **Learning** | Growth in the flow of work will become a new focus for corporate learning.
12. **Talent Acquisition** | The role of the recruiter will become increasingly important.
13. **Data** | People analytics will evolve into talent intelligence.
14. **HR Tech** | A new HR tech landscape will arrive.
15. **HR OpModel** | HR organizations will move to a new operating model: systemic HR.



THE EVOLUTION OF EMPLOYEE EXPERIENCE DESIGN



FOCUS ON TRUST, TRANSPARENCY, INCLUSION, AND CARE

Meaningful Work



Strong Management



Positive Workplace



Health & Wellbeing



Growth Opportunity



Trust in the Organization



Job and values fit	Clear goals with stretch opportunity	Tools, processes and systems to get work done productively	Safety and security in all aspects of work	Open, facilitated job and role mobility	Mission and purpose beyond financial goals
Autonomy and agency	Regular coaching and feedback	Appreciation, recognition, and rewards	Personal fitness, health, and physical wellbeing support	Career growth in multiple paths	Transparency, empathy, and integrity of leadership
Agile teams, supportive coworkers	A focus on management development	Flexible hours and workspace	Psychological and emotional wellbeing and support	Many forms of learning as needed	Continuous investment in people
Time to focus, innovate, and recover	Transparent, simple performance management	Inclusive, diverse, and sense of belonging and community	Family and financial support	A culture that supports learning	Focus on society, environment, and community

Technologies and Services

Foundation (security & access) | Support systems | Insights apps | Talent apps | Communication apps | Work tech



TRADITIONAL HR SUPPORT

Recruitment

Retention

Engagement

Training/Onboarding

Benefits / Compensation

Diversity, Inclusion & Belonging

MODERN HR IMPACT

Cost Reduction

Revenue

Customer Loyalty

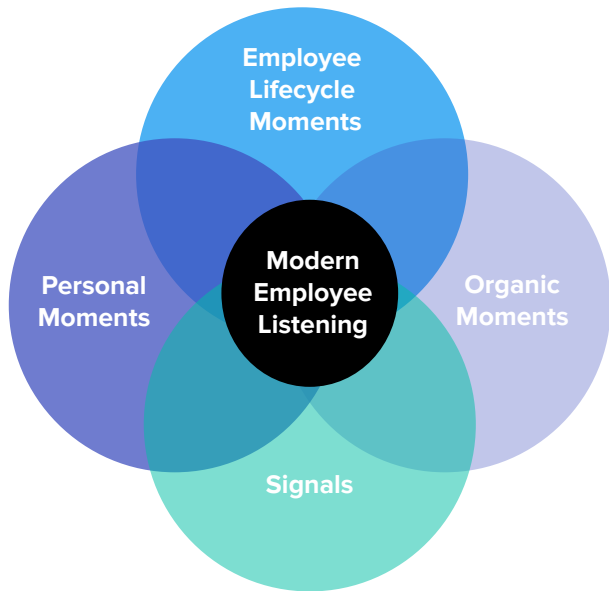
Productivity

Trust

Cultural / Digital Transformation

Modern Employee Listening

Employee Feedback + Signals to Drive High Impact Outcomes



Company View (What the company wants to know)

Lifecycle Moments

- Annual engagement / Quarterly Pulses
- Recruitment
- Onboarding
- Training
- Exit

Employee View (What the employee wants to tell you)

Personal Moments

Surveys triggered at critical moments that matter

- New manager
- Gets passed on promotion
- Colleague terminates
- Schedule changes

Organic Moments

Ability to provide feedback and ideas at anytime

- Encounters time-consuming issue
- Suggests innovative ideas
- Observes a customer challenge
- Thoughts on DE&I experience

Signals (Beyond Direct Feedback)

- Chatbot transcripts
- Performance review sentiments
- PTO patterns
- Social
- Helpdesk tickets
- Referrals
- Reviews
- Benefits usage

TRADITIONAL VS. MODERN

TRADITIONAL

Annual Survey

Company-Focused approach

Data Silos, Fragmented View

Snapshot in Time

Minimal Context Data

Action Sits with a Few

MODERN

Signals Everywhere

Holistic Employee View

Robust, Connected Data

Continuous Listening

AI-enabled Completeness

Visibility for All



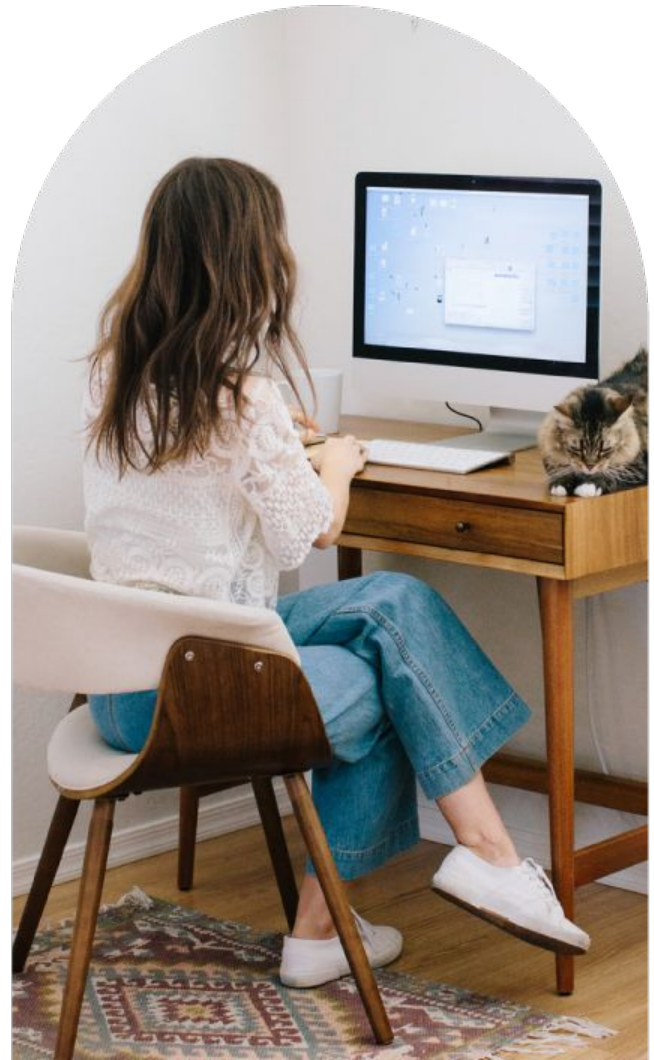
Step One

Start with the business problem you need to solve.



Step Two

Identify your champions.



Step Three

Develop your listening strategy.



Step Four

Get to insights.



Step Five

Integrate problem-solving and action into regular business routines.



5 Steps to Going Beyond Traditional Employee Listening

Step 1: Start with the business problem you need to solve.

Step 2: Identify your champions.

Step 3: Develop your listening strategy.

Step 4: Get to insights.

Step 5: Integrate problem-solving and action into regular business routines.

“It is our fixed ideas about the way things should be done that is the source of what’s holding us back.”



Thank you!