

Designing Work Organization

Prof. (Dr.) Santosh Rangnekar

Department of Management Studies

Indian Institute of Technology, Roorkee

Lecture 59

The Wheel of Experience Centricity

In this particular session of this the wheel of the experience centricity. We will be talking about the link between the employee experience and the customer experience. Then these CX reflects employee experience, to be customer centric, be employee centric first, linking people centricity to business success, benefits of an employee centric culture, how to foster an employee centric culture, the three wheel framework of the customer centricity. Then the customer experience strategies are long term investments, the five steps to become the experience centric, the structure of the experience centric organization and then research paper and the references that we will be discussing in this particular session. First we have to understand the link between the employee experience and the customer experience. A customer's experience with an organization is only as good as an employee's experience and the business leader should know that empathy is key to employee and the customer success is there because that is creating an experience for the customers.

Now, the link between the employee experience and customer experience is that a successful organization that depends on the positive customer experience which starts with its first customers as an employees. So many customer centric organizations have found that customer experience success by putting the employees first, rather than the customers. So this customer experience often reflects how the organization's employees feel about their work, so satisfied and supported employees are more likely to enable positive customer experiences. Empathy is key and can help the organizations build trust and enable a loyal customer base is there.

When we are talking about the customer experience, it reflects the employee experience and many organizations, they struggle with the disconnect between the business leaders and the employees which creates a siloed culture. So, if leaders make this decision without employee insights, those silos can get worse. So customer experience professionals must know and ensure business leaders know how it feels to work in their organization. So when managers understand employee satisfaction levels, they better understand how customers view the organization is there. If a business care for its people and they feel

engaged and empowered in the turn, they will care for the customers of that business.

Customer experience directly reflects the employee experience. Therefore, the customer experience professionals must hold up a mirror to everyone in the organization and view their strategies, roles and actions as the customers. Employees may also be more apt to embrace a customer experience strategy if the customer experience professionals can show how these strategies affect the employees individually and where their roles fit into the customer experience. The value of an engaged and the effective company culture that cannot be overstated, especially in today's competitive recruiting environment. When, the 94 percent of the executives and 88 percent of the employees believe a distinct workplace culture is crucial to business success.

According to the recent findings from the Deloitte, yet only the 19 percent of the executives surveyed by the Deloitte think that the company has the right culture. Great customer experiences drive business growth and the success. What most companies fail to acknowledge is that that is people behind the delivery of that customer experience must come first. Focusing on the employees is not only the right thing to do, it is good for the business too. When you put employees first, so they will do the right by your customers and the business benefits in the end.

Building an employee centric organization has many benefits for the business. Like for example, the first one is the engaged and the productive employees. So, employee engagement accelerates when the employee experience positive relationships with their direct supervisors and feel that their employer cares about them. These employees experiences include having a good rapport with their managers, having the right tools to perform their jobs and having the authority and freedom to make work decisions which are some of the key elements of an employee centric company is there. Now, when we talk about the reduced employee turnover as a benefit of these employee centric culture.

An enjoyable work environment where the employees are the focus creates a positive employee experience. Happy, engaged employees are more likely to stay at their organization longer. On the contrary, a negative experience can prompt an employee to leave the organization abruptly even without another employer. So, these reactions are the results of the unfavorable circumstances, the lack of the flexibility or the perception of being underpaid. Amid the great resignation and with the growing global skills shortages, the organizations must be employee centric to retain the exceptional staff that acts on the business strategy while the also reducing the recruitment costs are there.

Now, when we are talking about the happier customers, the take care of your employees and they will take care of your business. As I said, the Richard Branson founder of the

Virgin Group, when HR and leadership teams create an employee centric workplace that engages the employees to do a good job with the fair pay, right workload balance and the strong company culture. They stimulate a positive attitude to work in their employees. The positive attitude is carried over into their customer relationships, which result in the happy and satisfied customers. Happy customers are more likely to be loyal, promote your products and the services to their friends and family and provide more feedback to help the improve your offers.

So, higher revenues and the return on investment is becoming a very important factor for benefit for the employee centric culture. So, compelling and predictive relationship between the employee experience and the company's superior financial performance is there. The study found that is the high performing companies have a very strong focus on how the employees feel about their organizations, feeling inspired by the company's mission and the purpose, being able to achieve their career goals and having a deep trust with the higher management is there. Now, here are the some companies that have incorporated design thinking into their the employee experience. First I would like to take the example of IBM.

So, CHRO, Diane Gherson used design thinking to improve the company's learning and development programs. She said that they have taken the Netflix approach. Individuals create their own personalized learning platform with the different channels customized for their role, with the intelligent recommendation that are continuously updated. They are guided by a chat advisor regarding their course selections as well as the ratings by these colleagues who have studied the course. On top of that, they also rolled out new promoters scores to evaluate the training effectiveness.

Jappos, the company wanted to create a fun and unique experience for the fresh hires. In their first month, new staff learns about the company's history. The core values that is delivering the wow customer service and the forming the meaningful bonds within these team via games activities and the projects. So corporate trainer, Stepanie Hudec said that the goal is to build a relationship and ensure the new employees are the comfortable in their role is concerned. So, here we found out how to foster an employee centric culture is there because there are so many benefits there as we have seen that is whenever you are making the employee centric culture, the employees that they are feeling very comfortable and they are getting fully engaged and their experience which emerged from this particular learning at the workplace, it reduces the employees turnover and the employee will not leave abruptly in any organization and will like to work in the same organization.

So when we are talking about the such type of the benefits, then necessary we have to find out how we can foster. So work on the your digital employee experience is there. As

more organizations are embracing hybrid or the remote work, people can choose work arrangements in which they can be the most productive. The management team must have invest in digital tools that support remote and the hybrid work arrangements are there. After this pandemic, we have seen that this type of the culture that has become very popular, that is a hybrid culture is there.

So earlier, the physical presence was very compulsory. Now, we have seen with the help of this technology, now the employees, many employees may not be they all I understand that that is all employees and the all jobs will not be like online, but, if possible you have to find out that is which are the jobs are there which can be done in the hybrid mode or the online mode. With this in mind, the digital employees experience is becoming a more significant part of your total employee experience. In managing the projects and workflows here (Trello, Asana, Zapier) collaborating and communicating with the team members that is with the help of the Zoom, Microsoft meetings and accessing the HR services like providing the feedback that is visible to the others. So, when we are talking about whether it is a time getting these tools or updating your current set, consider how it contributes to an excellent digital employee experience.

So, first and foremost is ease of doing, whatever Prime Minister of India says that is about create a culture that is a people should feel that is ease of doing concept and as a result of which whether you are going for the entrepreneurship or the small enterprises or even for the large enterprises, the people surrounding to you and those who are working in such organizations, they should find that is the ease of use and implementation is there. So, if you are making this the culture where the employees they feel that experience of the employees experience that will be really giving a big output, and then boosting the productivity and the efficiency is there. And here we find out that is the when employees are engaged, management is supportive, work environment is friendly, then it will boost the productivity and the efficiencies are there. This standardization of the software uses make sure everyone has access and uses the same tools to communicate with the other teams are there and naturally it will not be working in the silos or in the isolation rather than they will working in the team. And as we know that is the role of the ICT that is the information communication and technology and therefore, in that case then, that is becoming the more and more effective communication.

So, these mechanisms to collect the feedback before that is a software training and after the usage to these guys if the tools were effective or if there are the better tools, but they are moreover the employee centric organizations can also consider the redesigning the physical workplaces to have the more productivity or the effectiveness are concerned. So, when we are talking about these the ask for and the act on the feedback is concerned. So, talking about the feedback, organizations need to solicit the feedback from employees to

learn what is and what is not working at the organizations. Now, in whether you are using the aviation industry services, where you are using these Zomato or the Swiggy or you are using the Ola, uber or whatever service industries you are using or you are making these particular the product buying then in all the cases where there is immediately you get a message for their feedback that is the how was the service. So therefore, in the case of that is when we are talking about the feedback from employees to learn.

So, here the internal employees, it is not the external customers only. So, employees are also the customers, as I mentioned earlier, and they are the internal customers. So, therefore, we have to learn that is what is will work in this organization and what is will not work in the organization and the employees they are giving the feedback and from that feedback you can understand what the employees want. So, conducting the stay interviews and the exit interviews and organizing the employees focus groups are the great ways to the hear what your employees have to say. So, ask the relevant questions about your organization's employee experience.

For example, how would you describe the employee experience at this organization? What employee experience initiatives would you like our organization to implement and therefore, the answers of these questions that will be supporting. So, because when you are asking them that is describe the employee experience. So, then definitely in that case, they will be sharing their emotions, their thought, their principles and their working their feelings that is the how they have felt at the workplace and therefore, in that case you will find that will be taken as a feedback and that will help you. So, like for the another questions we can talk about do you feel valued by the organization for what you do? Now, every employee he wants to add the value. So, value addition to the my work, that is the basic purpose is there because everybody does the work, but some employees only they are able to put the value into their work is there and rest of the people they work because that work has to be completed.

So, that is a part of the source of earning. So, therefore, in that case their involvement, their engagement is not there. So, here when you talk about that is the value addition, you must have heard about the Akbar Birbal stories that is about the king and his minister, how then their communication, interaction and the problem solving was there and therefore, that is giving these job of the minister that is Birbal was adding the value to his job. So, what could the organization change to improve the employee experience is there. Now organization has to create that culture, organization has to create that experience and therefore, when employee experience is there and your approach is the employee centric experience then definitely in that case you will find that is the you are able to perform.

So, on a scale of 1 to 5, maybe nowadays we are talking about the scale of 7 or 5, 7 and

how would you rate your employee experience with our organization and then they will be giving this response maybe at the time of these exit interview even or maybe at the time of promotions or increments or any section where the interaction is there and their feedback becomes very very important. So, we can take that feedback and then we can see that is the where the organization is leading. So, if you find that is the organization is having the satisfactory feedback then that is perfectly fine. If the employees are suggesting something then definitely that experience, employee experience that is to be taken into the consideration whether it is a positive or it is a negative. Now, when we are talking about the foster psychological safety, so when asking for these feedback it is essential that is the employees feel they can speak up without worrying about being punished or the humiliated.

Now there are two aspects are there. One aspect is the exit interview and then you are asking for the employees that is when they are leaving how they are finding this particular organization and what is your experience is there. Another is they are continuing the work and this is very important. Now getting the fair feedback from an employee who is working how he can say about anything wrong about his supervisor and even he wants to mention but he will not, he will never mention that. So, by promoting the mutual respect leading to examples with the active listening and the fostering these DEIB creating a psychologically safe environment that is know that your supervisor will not get angry, it will not affect your interpersonal relationship with your supervisor and their responses will be kept confidential when they answer the employee surveys.

So, if you can, have a third party vendor conduct the survey to soothe the people's fears of being the identified on survey. So here but my suggestion is this that is it is to be done by these internal anonymously these surveys to be done, so that will give the real picture. So, provide a safe space for the employees to feel comfortable contributing to the conversation. Any references to the actual people should be that is the removed so that there is no identity is there about an employee who has given the feedback. Improve your total the reward strategies and therefore design a reward strategy and that considers and serves the varied needs of the employees.

Now, here I would like to give an example of a bouquet, the rewards how should be the rewards? Rewards should be like a bouquet, bouquet means there are the different flowers are there and the employee will choose whatever the rewards he finds that is the most suitable for him. The cost for the organization will remain same and this type of the exercise has been given in the Stephen P. Robbins book on the after the end of the chapter that is the motivation you can refer that and then can find out that is how to motivate the employees. And therefore customized, customized motivation strategy is very important is there you cannot generalize by the age, demographic variables like the age and gender

and the economic conditions and earning permanent salary and all that is okay, this will motivate the person. Many times, people feel that is only money can motivate the person, but this is not true for all maybe for many, but not for all.

So, another potential situation is people resigning because they want more work life balance and therefore in that case if you are not given even in the monetary rewards, but you are giving them the time to spend with their families. So, by allowing employees to work remotely or have flexible working hours you give them the more time to focus on their personal lives are there. So, they can maintain their family lives are there. Now if you find it is employees are leaving because lack of the learning and development options. So you are renewed total reward strategy might be like this type of the MOOCs courses and where the MOOC courses are easily available, and even if the person does not want to spend any money even then he can register and he can learn the particular courses.

So therefore the reward strategy, the reward strategies are to be formed in such a way so that is the employees are experience is very positive and he is happy. So, that is the empower and your employees to grow. Now, as I mentioned it is not necessary always to give the monetary benefits the non-monetary is the empowerment is there. A recent survey revealed that the 58 percent of the millennials and the 52 percent of the Gen Z indicated that having the successful carriers depends on the frequent upskilling and the reskilling is there. So this learning and training and development L&D department plays a very very important role and the employees across the generations who consistently engaged in learning reported feeling more fulfilled and therefore when you are making them the up gradation of skills.

So they are accomplished and motivated. So, it is imperative to give your employees opportunities to learn and grow. To support this goal, implement a variety of learning and development initiatives such as the peer mentoring, micro mentoring, formal and informal training and the targeted training are there. So of course, this benefits you as an organization too. You will retain the top talent and help make your organization more agile and resilient to adjust to unexpected shocks like the worldwide pandemic is there. Now,, when your employees are fully equipped, if you mean means with the knowledge, skills and then in that case then whatever the variety of the learning and development initiatives have been taken and an emergency occurs like, here the example has been given that is the pandemic which was worldwide was there and then this type of the situation arise.

But, you know that is your employees in this condition also will be able to work from home. So, therefore this type of these peer mentoring and the micro training that will be helping the employees to make the better and as a result of which and their learning abilities will create a good experience because they will face less problem. So, during the

pandemic those who were able to use the technology so then they were very easily working on their jobs. So, but if they were not trained, L&D department has not taken this care, then definitely in that case they will be having this type of the issues. So, when planning to, when we are talking about the prioritizing the employee well-being, I have taken the full session on the well-being in the previous session also.

Please go through that is the employee well-being session because nowadays that is becoming a very very important concern for by the employer towards the employee. So, when planning to improve the employee's well-being, you need to consider the multiple aspects of the well-being such as the physical, mental, emotional, financial and then start with these that is researching initiatives that you can implement to boost the employee well-being. Again, it is essential to first address the most pressing needs of your employees are there. So, always we talk about that is what are the needs are there. Needs, then it will go to the wants and then it will go for the desire.

So, this in hierarchy first we have to understand what is the physical need is there and in the physical need we see that is the it is required to be the minimum that ergonomics I have talked about the ergonomics that is the structure and design and these other physical environmental conditions they are making this so comfortable. So, employee is able to make these 100 percent output is there. Similarly, the mental well-being is there. So person is required to be the healthy and mentally if he is healthy he will be able to perform. Now, when we talk about the three wheel framework of the customer centricity we are now living in a world where the customers have more choices than ever before and the organization face the challenges of distinguishing themselves from the dozens of the nearly identical providers, products, services are there.

So here it is very important that is the what we learn and that is the organizations and then I have also talked about the organizational learning. So, organizations have to constantly learn and adopt a customer centric approach and that is one approach to tackling these test for the organizations. So, what is customer centricity? Customer centricity refers to the strategy of the putting the customers front and the center in the organization strategy and the activities always. So, the customer centric organizations are designed from the outside in defining who is my customer, what they care about and mind it that is your employees are also your customers and how they interact with the organization. It is the customers experience that can align the organization internally and your organization becomes strong and you are because your employees they are having the very positive experience is there.

Now, I would like to explain this three wheel framework of the customer centricity. So, the three wheel framework of the customer centricity talks about know your customers, take key actions and the build key insights are there. So, very important is the customer

segmentation, persona and customer experience map. You should know who are your customers and then definitely your actions that should test the card and take the key actions which are relevant, relevant to your customers and as a result of which, what will happen? You will be able to build the key insights are there. So, value proposition canvas, because you want to keep your customers happy.

So, therefore in that case those learning cards and the dependency analysis that will be making very important. For example, like I talked about the when you are talking about the know your customers it is a persona, customer experience the map is there. When we are talking about the customer segmentation, so it is a process of the categorizing the customers into groups based on the common characteristics, so that the organizations can service them more effectively. So, organizations with the capability to obtain the structured data about their customers may wish to use a more sophisticated analytical approach to define their customer segmentation. However, a simple exercise of identifying and grouping similar customers together may also serve this purpose is there.

Whenever, we are talking about the persona, so it is an approach to the structuring and understanding of the customer in a simple, digestible format. So, usually create one persona for the each customer segment, and that will be quantifiable also demographic information also likes, wants, behavior, fears all information will be there, ethnographic information will be also there. So, social stimuli that influence the behavior and the patterns of the customers are there. When customer experience map is there, now you see when you are having the proper history then in that case, the journey whatever the journey you are having with that particular customers that will describe a customer general experience with a particular process like the what the customer gives the donations, how the customer behave, how the customer complaints, how is the customer giving the feedback and therefore that customer the persona will be there. When, we are talking about the second wheel and that is about the build the key insight.

So value proposition canvas, learning card, and dependency analysis which I have talked earlier and that is the how value proposition canvas that will be making the product or services in the organization from the lens of these gain creators from the specific the product or the service create customer gains are there. And therefore, you have to know that is the how your learning card that is coming from this know your customer phase, it is usually comprised of the hypothesis we believe that in observation we observe that a key learning that is a point we learn data and an action plan therefore that we will learn. So, this is a dependency analysis between the learning points and the elements of this current business model that is the supplier, delivery, channel, technology, etcetera is there. The third and the last wheel is that is about the take the key actions are there and therefore, in that case in, whatever the progress board is there to enable the effective tracking is there.

So, you have to take the testing activity and the measurement of the success and as a result of which your progress board that is how you are performing and that actions are tackled and completed very appropriately.

So, here these customer experience strategies are the long term investments are there and when employees understand that is the customer experience and its potential benefits they are more likely to be on board with the strategy and help facilitate more positive customer experience in the long term is there because that is making the professional adopting the new technologies to enable the positive experiences there. Whenever we are talking about this the experience centric so these five steps customer oriented, journey oriented, customer centric, experience oriented and experience centric is there. So, here we find out that is the whenever organization starts with the customer orientation and then the journey starts and we are making the strategies, policies and experiences seen as that is the customer centric is there. Whenever you are making these customer centric strategies the experience of the customer and that can be seen as a very highly positive is there and it has become the key success factor, and this experience centric which is making the alignment for the customers then organization imperatives are there. So, these five steps to become the experience centric and is both a sprint and in the marathon.

So, it can be sprint in the beginning because the quick wins are possibly by taking a journey and the customer focus are there. So, a customer centric organization when we are talking about a structure then it is becoming the the customer's experience, experience of the fulfillment, the experience enablers which you have to create and the experience structure which will create the experience DNA that is the heritage mission values and the brand is there. So, this structure of the experience centric organizations delivery around the wheel you go the more strategic the wheel becomes therefore ensuring that strategic decisions are made from a customer experience perspective was there. The wheel that is the revolves around the experience DNA of your organization which becomes a strategic resource for the whole your organization and it is main building work is there. This is a research paper making sense of the customer service experiences at text mining review and the purpose of this paper is to systematically review the concepts and the theories underlying the customer service experience and its underlying the five dimensions physical, social, cognitive, affective and these sensorial is there.

So, in this research the contribution of the sensorial dimension to the customer's experience research emphasize that seems are the especially important in forming the perception within these service caps that are the typically rich in the sensory stimuli is there. So, this paper will be giving you the much detailed idea about that is how customer experience that is making your organization more effective. This is the book customer centricity is there and written by the Peter S. Fader and which will be helping you to

understand that customer relationship management and organization to make sure you are focused directly on the needs of the your most valuable customers and increase the profits by the long terms are concerned. These are the references which you can refer for your the further detailed readings which will be giving you the understanding of the different initiatives for the employees experience and the customer experience is a concern and the better is the customer experience, better organization's health is there. Thank you. Thank you.