



SEPTEMBER 6, 2017

Reimagine and Craft the Employee Experience

Design Thinking in Action



What is customer experience (CX)?

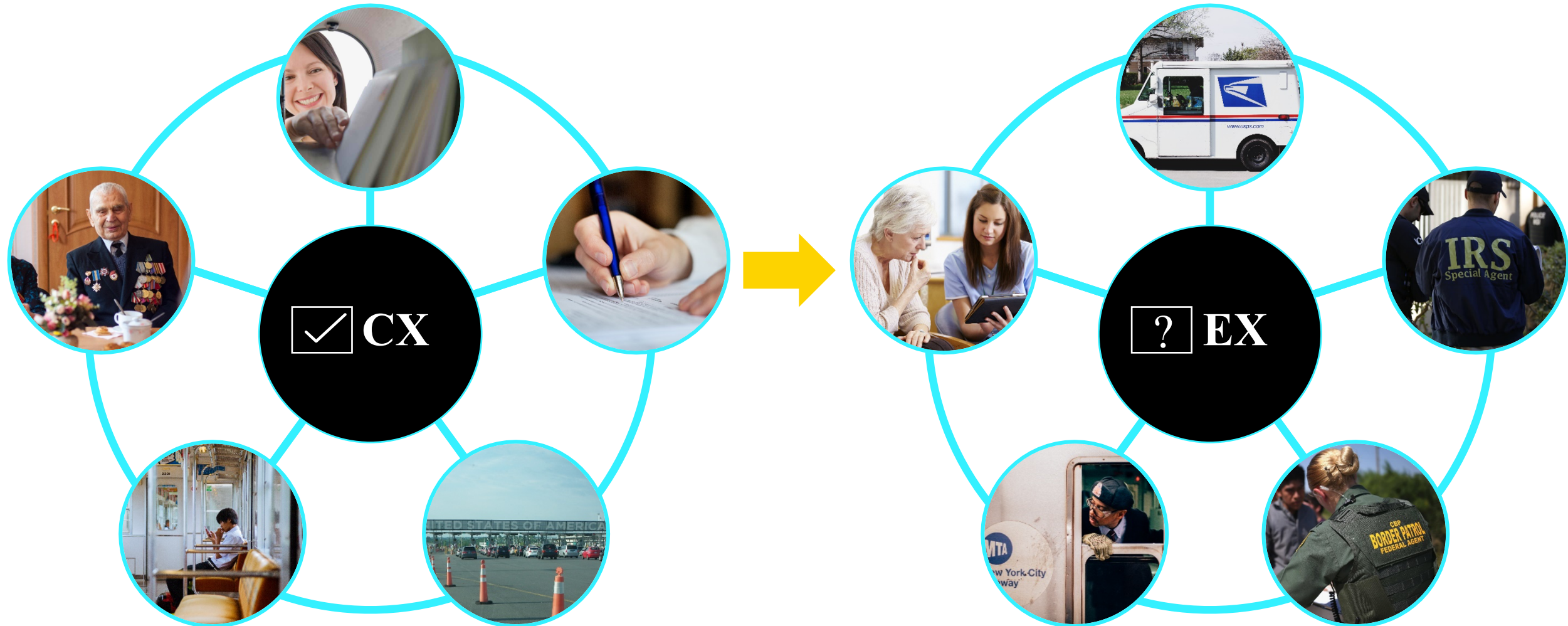
Customer Experience \neq Customer Service

Customer service is narrowly focused on the transaction, whereas CX is the product of an interaction between an organization and a customer over the duration of their relationship.

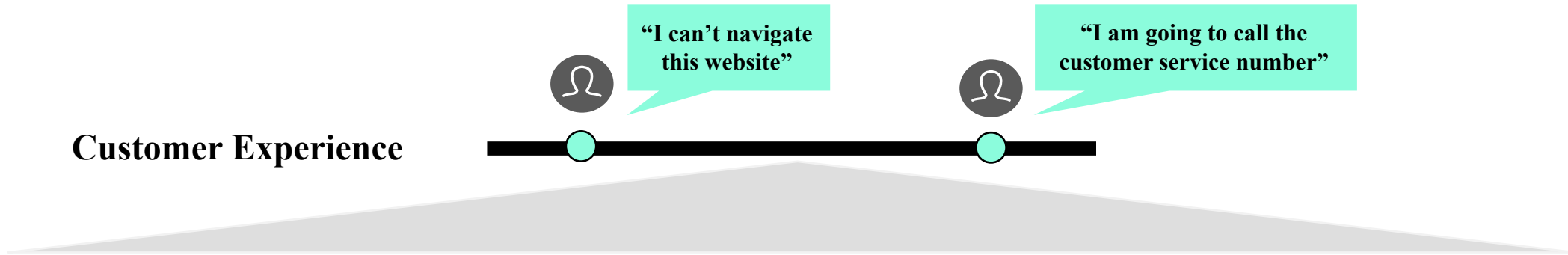
Transforming CX requires an organizational strategy that puts the customer at the center...



...What about treating employees as customers?



Employee experience is key to creating better end-customer experiences



Employee Touchpoints: Call Center Example



By treating employees as customers, agencies have the chance to improve both the customer experience and employee experience, but most importantly, their own ability to execute their mission.

EX Drives Talent and Business Results

Studies show that employee interactions impact customer experience metrics across organizations and drive tremendous business value.

Retention

4X

Customer Satisfaction

12% ↑

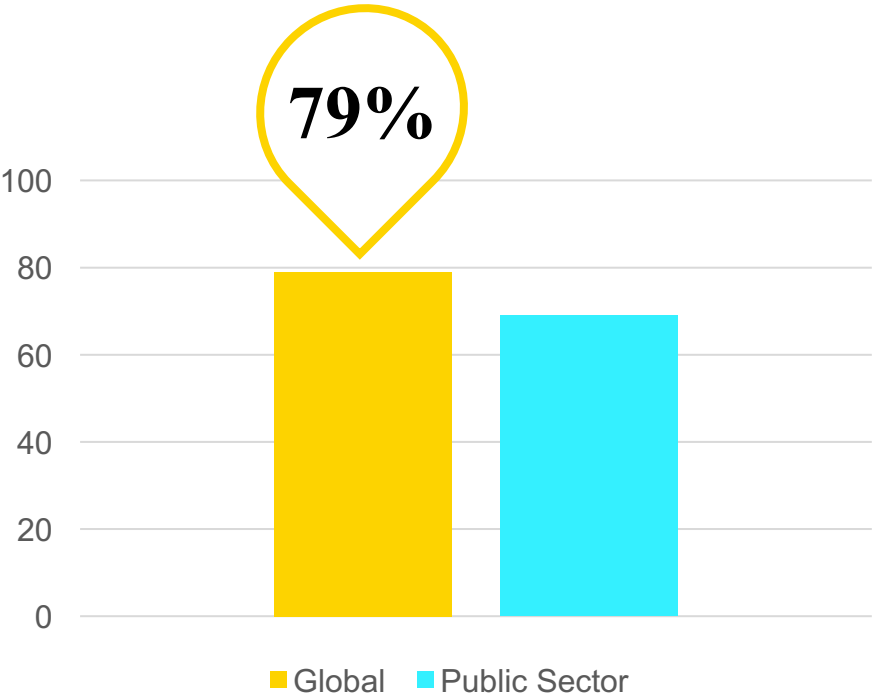
Productivity

22% ↑

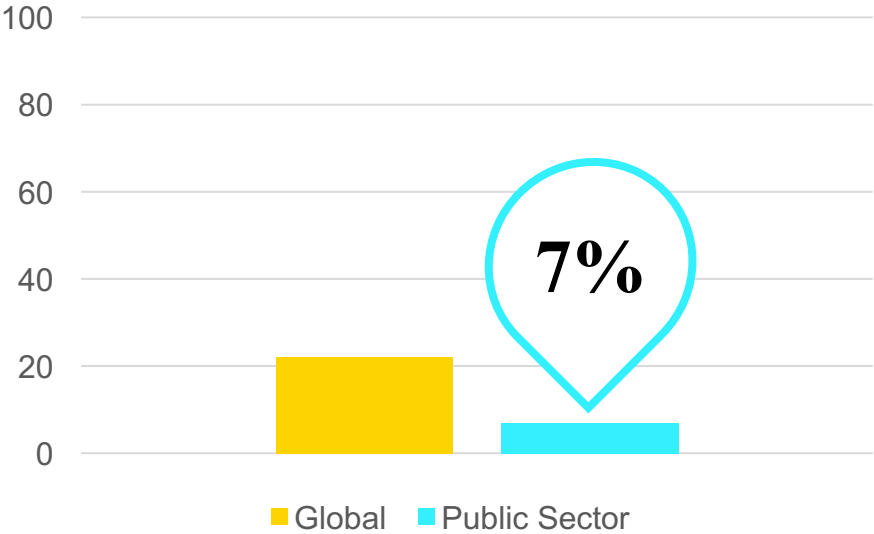
EX Rated Top Priority Across Global Leaders

2017 Deloitte Human Capital Trends Report

% Respondents Ranking Employee Experience as an Important Trend

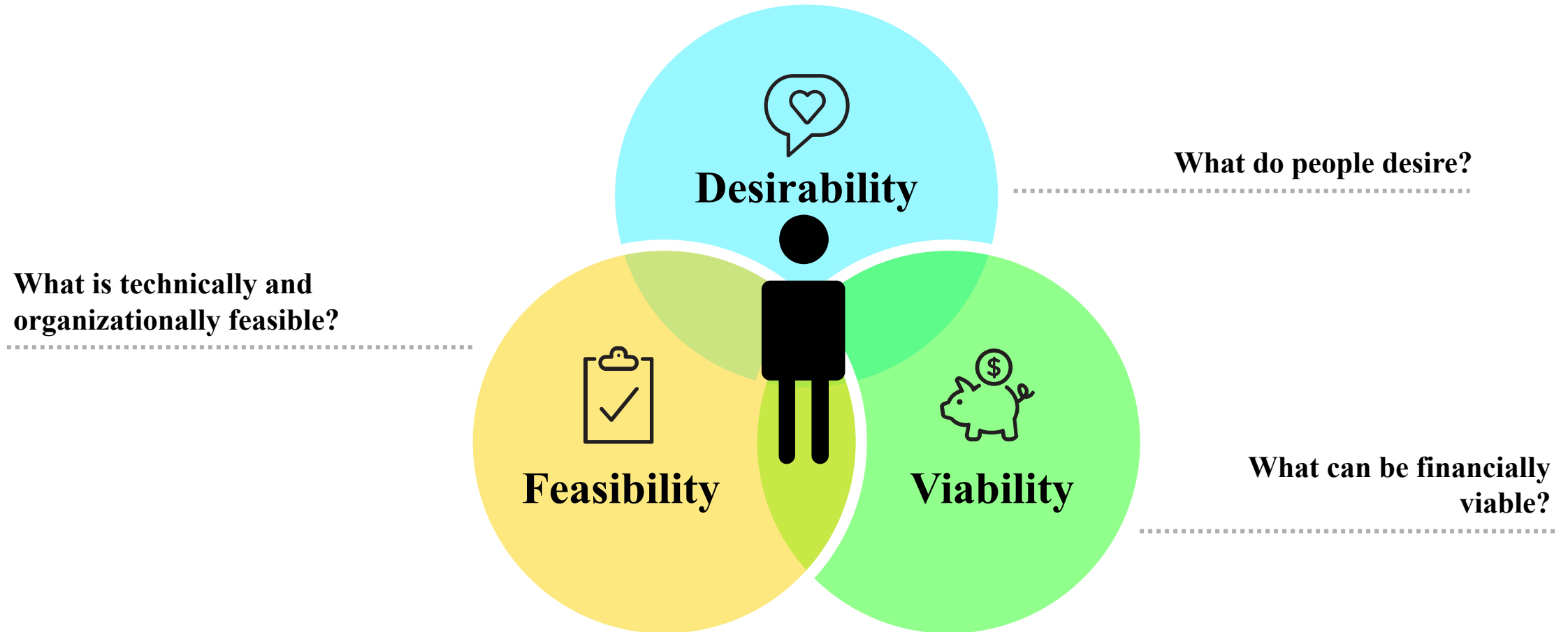


% Respondents with Differentiated Employee Experience Strategy



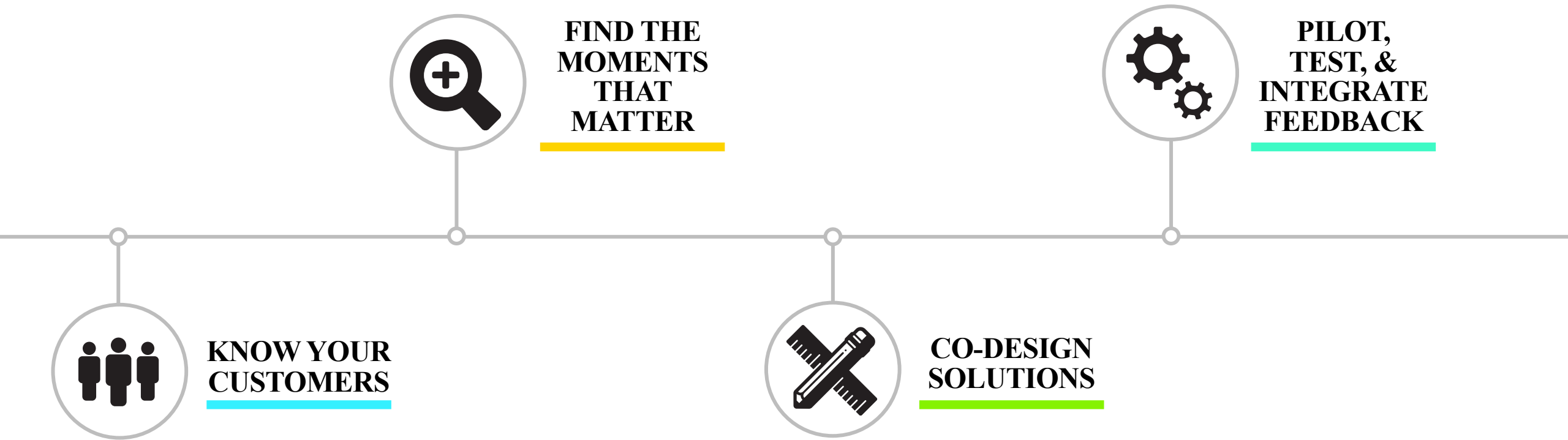
Human-Centered Design (HCD)

HCD starts with the people you are designing for and ends with new solutions that are tailor made to suit their needs.



Employees as Customers

Organizations can use Human-Centered Design (HCD) and Customer Experience (CX) tools to improve EX and mission outcomes.



A large, diverse crowd of smiling people of various ages and ethnicities, filling the background of the slide. The image is in grayscale, with a teal horizontal line above the title.

Know Your Customers

Knowledge is power. Study, segment, and listen to your employees to understand their unique needs, values, and behaviors.

Know Your Customers

Tool: Personas



Employee Emily

24 years old | Undergraduate NYU

"My day-to-day job — feels more like routine work. I do like my peers so it makes the long hours go by a lot quicker. The pace of change can feel slow, so exposure to the more innovative parts of the company is important. I need to feel like part of the future and find new ways of plugging in to advance my career."

MY BACKGROUND

I am the oldest of four children and was born and raised in New York. I am single and have many friends who have moved to Boston. I now live in Boston and can walk to work every morning.

MY ROLE

I am a Senior Associate in SSGS and have spent two years doing Financial Reporting for State Street. I joined straight from NYU and I focus on preparing and reviewing accounts and associated reconciliation packs for a variety of funds.

WHAT MAKES ME UNIQUE

I am a millennial who likes to learn all the time and on the go. I wish that I could have easily accessible learning to support my career path.

Role

Sr. Associate –
Global Services,
Financial Reporting

State Street Tenure



Location



North
America

MY GOALS

I want to progress as fast as I can to be an Officer in this organization.



MY MOTIVATIONS

I would like to be a top performer who is recognized by State Street leadership and offered unique learning opportunities and be compensated accordingly.



MY PAIN POINTS

I do not have the support I need from my Manager **personalized** career path. I'm not always sure what given my role and/or career goals.

I do not feel **empowered** in my role because I do not have a good role-model to support my development and additional learning opportunities.

I do not have enough time to take additional training to advance my career because my Manager does not have it as a priority.



MY NEEDS

I need to know the next steps to advance to the next level and how I contribute to State Street's overall Strategy and Plan.



MY CHALLENGES

I don't understand the etiquette of internal mobility at State Street and nobody talks about it. Being aware of and accessing internal job postings is difficult and I wish I better understood how to make that internal move.



MY TECH



WORK

I spend most of the time on a computer, with intermittent phone use.

Know Your Customers

Tool: Personas



Employee Emily
24 years old | Undergraduate NYU

Role
Sr. Associate – Global Services, Financial Reporting

State Street Tenure
2 Years

Location
North America

MY BACKGROUN
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MY ROLE
I am a Se for State accounts

WHAT M
I am a mi easily acc

“My day-to-day job – work. I do like my p hours go by a lot qu can feel slow, so innovative parts of th need to feel like part ways of plugging in”



Case Study: Starbucks

- **Issue:** Needed to understand what attracted, motivated, and retained employees
- **Solution:** Divided employees into three persona groups using a customer “action segmentation” approach
- **Impact:** Gained measurable improvements across groups by launching employee initiatives that addressed diverse needs and motivations

Know Your Customers: Starbucks Persona Groups



SKIERS

Work to support other passions



CAREERISTS

Want long-term career advancement



ARTISTS

Desire a socially responsible employer

A background image showing three young women running joyfully on a wide, sandy beach path. They are all wearing winter clothing like jackets and scarves. The woman on the left is wearing a plaid scarf and a dark jacket, with her right arm raised high. The woman in the middle is wearing a dark jacket and a dark scarf, with her arms outstretched. The woman on the right is wearing a light-colored jacket and a patterned scarf, with her right arm raised. In the background, there are other people walking on the path, a grassy area, and some buildings under a clear sky.

Find the Moments that Matter

Empathize with your employees – identify the critical ups and downs of their journeys to learn what motivates or discourages them.

Find the Moments That Matter

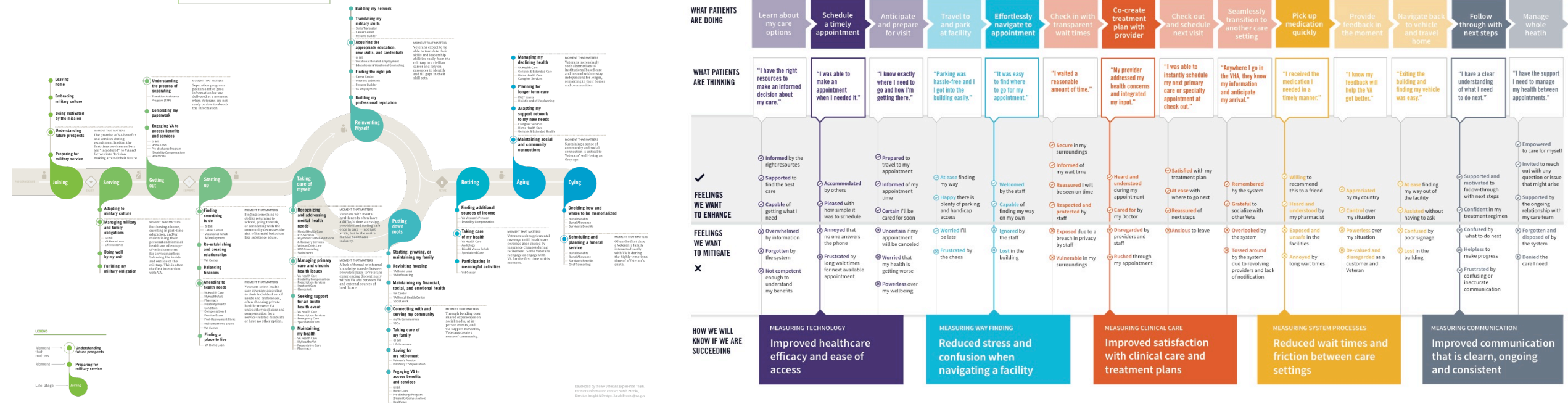
Tool: Journey Map

JOURNEYS OF VETERANS MAP

This map covers ten life stages any Veteran may encounter, from pre-service to end of life. These life stages are organized in three phases in which Veterans' goals and aspirations are distinctly different. Each life stage lists out moments Veterans typically experience and associated VA services, and calls out key "moments that matter" which may have significant impact on Veterans' experiences.

Not all Veterans are the same and there is no "one" veteran. There are, however, a broad set of shared moments many Veterans will encounter and live through. Different Veteran personas will experience and navigate these moments in varied and disparate ways. Using this journey as a guide to organize and align around, VA can plan for and design better experiences for Veterans.

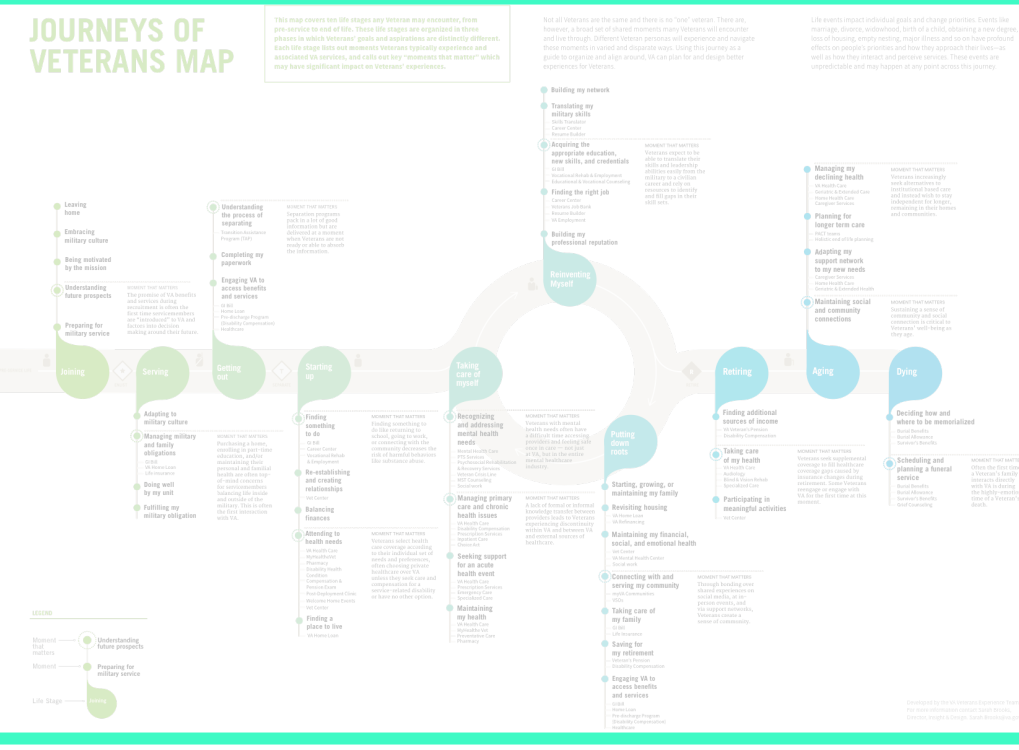
Life events impact individual goals and change priorities. Events like marriage, divorce, widowhood, birth of a child, obtaining a new degree, loss of housing, empty nesting, major illness and so on have profound effects on people's priorities and how they approach their lives—as well as how they interact and perceive services. These events are unpredictable and may happen at any point across this journey.



Find the Moments That Matter

Tool: Journey Map

Case Study: VA



- **Issue:** Problems related to Veteran access and poor experience with VA services
- **Solution:** Conducted ethnographic research to create the Life of Veterans Journey Map, articulating moments that matter and key pain points
- **Impact:** Identified areas for improvement, leading to more focused efforts on delivering a positive Veteran experience

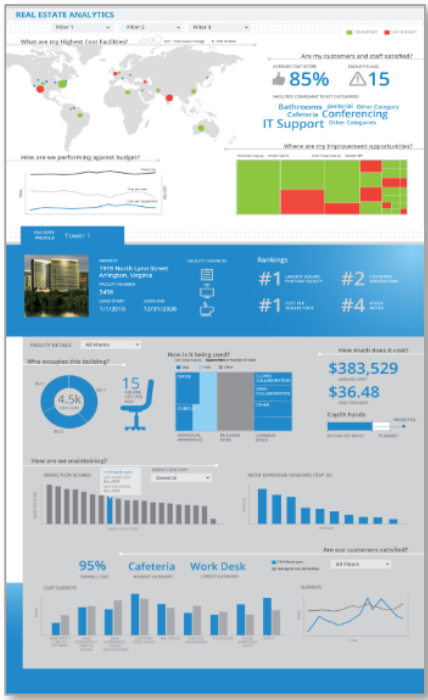
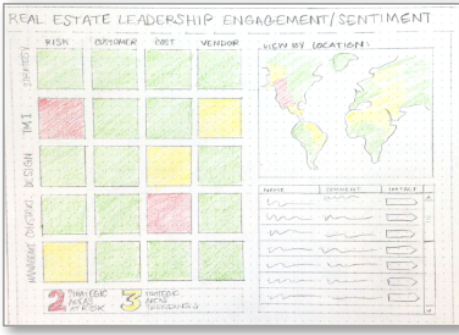
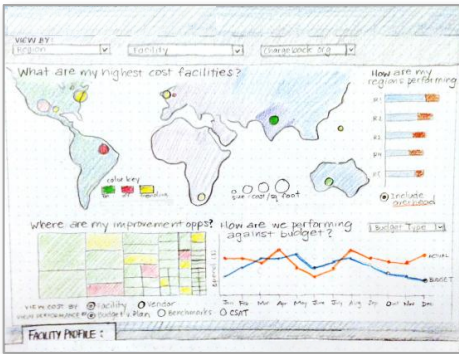
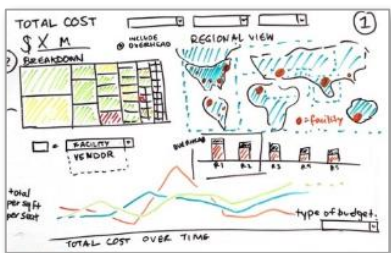
A rowing team of young men in a boat on a body of water. The rowers are wearing maroon singlets with yellow trim. They are all pulling their oars, which have yellow handles. The water is dark blue, and there are white splashes from the oars. A bright starburst effect is visible on the water's surface in the lower-left quadrant. A solid green horizontal line is positioned above the main title.

Co-Design Solutions

Embrace innovation. Reach out to your employees who are closest to the experience to brainstorm ideas.

Co-Design Solutions

Tool: Co-Creation Sessions



Co-Design Solutions

Tool: Co-Creation Sessions



Case Study: FLRA

- **Issue:** Faced low employee satisfaction with pay despite being above industry average
- **Solution:** Determined that dissatisfaction was due to lack of training to support career advancement; designed skills training and career counseling seminars based on employee inputs
- **Impact:** Rose to be the top-ranked small agency in the category

A man with a beard and short hair, wearing a grey t-shirt, is focused on building a tower of playing cards on a table. He is holding a card in his right hand and placing it on the tower. The tower is made of several cards standing upright, with some cards already placed on top of others. The background is a blurred indoor setting with warm lighting and a white mug on the table to the right.

Pilot, Test, & Integrate Feedback

Everything is a work in progress. Fail early, and fail fast.

Pilot, Test, & Integrate Feedback

Tool: Crowdsourcing

Me

My ideas	61
Ideas I rated	0
Ideas I follow	2
My drafts	20
AI & Quantum Comput...	
Ideas evaluated	0
Ideas to evaluate	25

AI & Quantum Co...

Quantum Computing:...	0
TEST Quantum Comput...	2
Artificial Intelligence:...	0
TEST Artificial...	0
Capabilities in AI...	3
See all	▼

Artificial Intelligence:

Idea Submission

Please give your Idea a title

Given the information below, do you know of any specific use cases of QC (either currently in use, in development, or that you can imagine as potential applications)?

IPT Name	Artificial Intelligence Enhancement	Deep Analytics & Data Insights	Computer Coding & Cyber Development	Process & Resource Optimization	Chemical & Biological Modeling	Quantum Security & Encryption
Enhance Security						
Prevent Terrorism						
Prevent Terrorism: CB/RN						
Secure Borders						
Secure Cyberspace						

New ideas

Super great idea.	★ 0
Artificial Intelligence Enhancement	★ 4
Our Test Idea	★ 0
My State project	★ 3
Alexa test capability	★ 4



Pilot, Test, & Integrate Feedback

Tool: Crowdsourcing

Case Study: Federal Law Enforcement Agency

Me	
My Ideas	61
Ideas I rated	0
Ideas I follow	2
My drafts	20
AI & Quantum Comput...	
Ideas evaluated	0
Ideas to evaluate	25

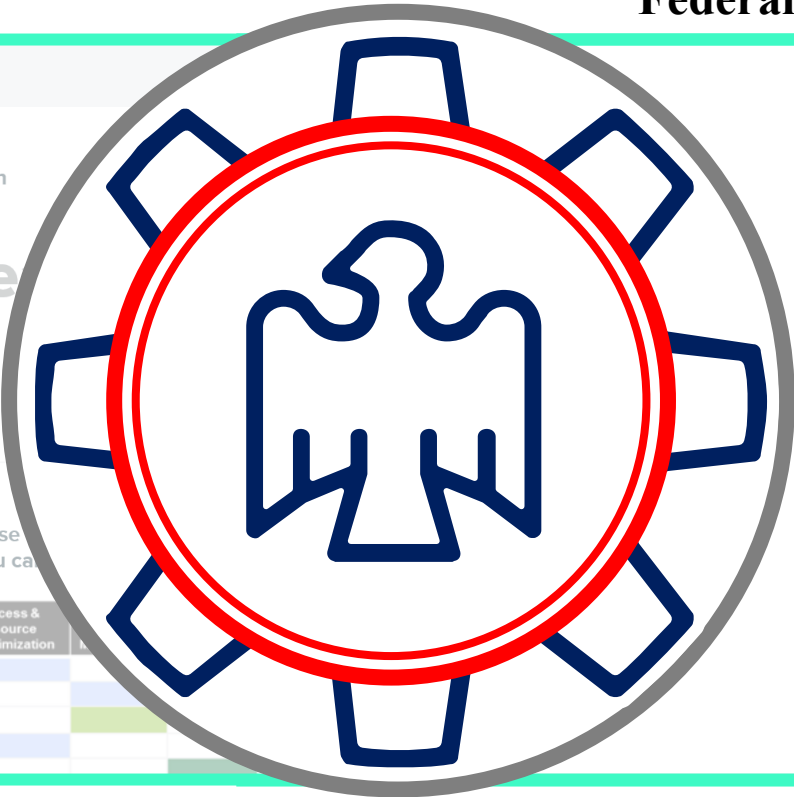
AI & Quantum Co...	
Quantum Computing:...	0
TEST Quantum Comput...	2
Artificial Intelligence:...	0
TEST Artificial...	0
Capabilities in AI...	3
See all	▼

Artificial Intelligence: Idea Submission

Please give your Idea

Given the information below, do you know of any specific use (either currently in use, in development, or that you can imagine) applications)?

IPT Name	Artificial Intelligence Enhancement	Deep Analytics & Data Insights	Computer Coding & Cyber Development	Process & Resource Optimization
Enhance Security				
Prevent Terrorism				
Prevent Terrorism: CB/RN				
Secure Borders				
Secure Cyberspace				



- **Issue:** Wanted to improve mission effectiveness and eliminate redundant processes, procedures, and systems
- **Solution:** Designed a prize challenge for employees, using a crowdsourcing platform to collect nearly 500 ideas from regional offices
- **Impact:** Winning idea is projected to realign nearly 65 FTEs, saving ~\$9M annually

When Crafting the Employee Experience

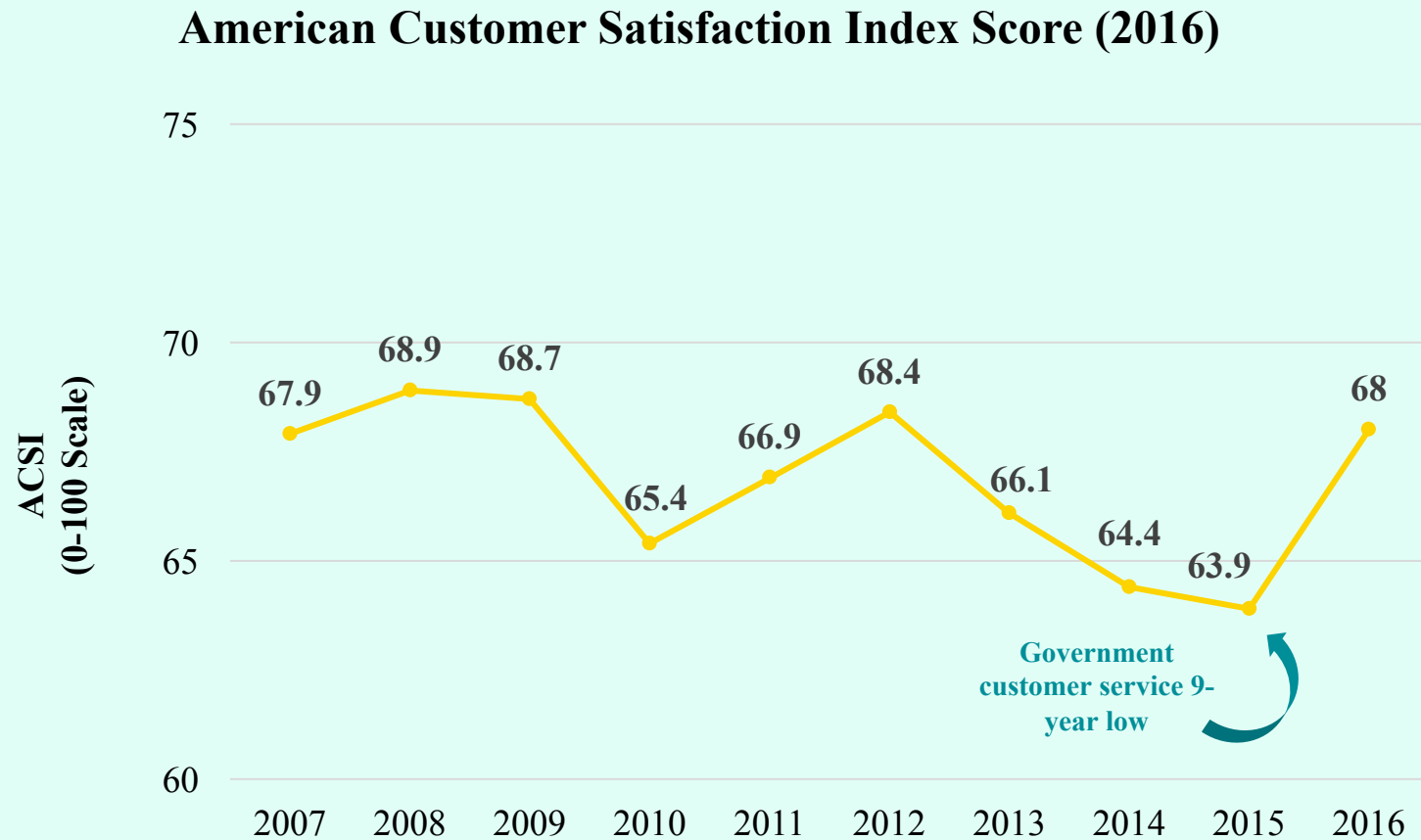
...view your employees as customers

...try using Human-Centered Design as an innovative problem-solving approach

...think BIG, start small, learn fast



Thank you, and remember...



“The definition of insanity is doing the same thing over and over again, but expecting different results”
– Albert Einstein

Want to learn more?

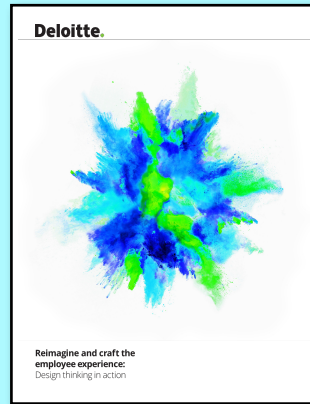
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**Employees as
Customers**



Rx CX




**Reimagine and Craft
the Employee
Experience**


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Appendix

Sources

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