

salesforce

PERSONALISATION AND THE ART OF EMPLOYEE ENGAGEMENT

KEEPING EMPLOYEES HAPPY IS KEY
TO PRODUCTIVITY AND PROFITABILITY



CONTENTS

03	INTRODUCTION - VIVE LA DIFFERENCE
05	ATTRACT AND RECRUIT
07	THE IMPORTANCE OF EQUALITY
09	SUCCESSFULL ONBOARD
11	BOOSTING PRODUCTIVITY AND SATISFACTION WITH TECHNOLOGY
13	RETAIN AND ENGAGE
14	ENHANCING EMPLOYEE WELLBEING
15	ON-GOING LEARNING KEY TO SUCCESS
16	CONCLUSION
17	APPENDIX



INTRODUCTION - VIVE LA DIFFERENCE

“We live in a demographically diverse and dynamic world,” said Amina Mohammed, the United Nations Secretary General speaking at the 51st Session of the Commission on Population and Development in New York. “Our populations are linked as never before, through information and communication, trade and mobility.”

Understandably this is having a significant impact on societies and culture. As international migration continues to rapidly rise [source: UN Migration Report 2017], we have seen an increase in diversity in towns and cities, but how much does the workplace reflect this societal change? Are potential and existing employees still treated as one and the same? How should management react? Does a more culturally diverse workforce require a more diverse attitude to engagement?

The shift in culture is only superseded by the on-going change in generational expectancy. We have seen millennials enter and thrive in the modern, digitally-driven workplace. Generation Z is now coming of age – the first truly digital generation – and this will see different expectations emerge posing new challenges for managers. Demands for more equality and societal involvement could overtake current trends, such as home working [source: HR Technologist].

Against this backdrop of diversity and change, companies have to develop strategies to manage employee expectations and happiness. Happy employees, regardless of age or race, are, after all, fundamental to success. According to recent studies, companies in the top quartile for ethnic diversity were 33% more likely to see

higher-than-average profits than those with the least diverse workforce [source: McKinsey Report: Delivering through Diversity].





Engaged employees feel a sense of passion for their work and spend their days driving innovation and moving their company forward [source: Gallup State of the Global Workplace 2017]. Recent research from Aon Hewitt also found that a 5-point increase in employee engagement is linked to a 3-point increase in revenue growth in the subsequent year [source: How is Global Uncertainty Impacting Employee Engagement?]. This means that a company with a revenue of £50 million could add £1.5 million to the bottom line by improving employee happiness.

Finding the right employees and keeping them is clearly essential for any organisation. If good

employees are hired in the first place, there is a greater chance they will be committed and engaged. And yet approximately 56% of organisations do not currently measure the financial impact of labour turnover [source: CIPD 2017].

Interestingly, the CIPD survey found that the most popular step taken to improve staff retention was through increasing learning and development opportunities (57%). This is followed by an improved induction process (56%) and improved benefits (50%). Clearly there is progress but is this enough? Is it going in the right direction? Do policies reflect the diverse nature of the workforce?

To fully understand the current state of employee engagement and what employees are looking for from their employers, we conducted a survey of over 1,000 employees. The results show that employees are looking for a superior experience across the whole lifecycle of their employment from the recruitment experience, onboarding and right the way through their time with an organisation.

Below we have outlined our key findings and recommendations for transforming your organisation to become more employee centric, so you can reap the benefits of having an engaged workforce.

Recent research from Aon Hewitt also found that a 5-point increase in employee engagement is linked to a 3-point increase in revenue growth in the subsequent year.

ATTRACT AND RECRUIT

Employees value clarity on their role and career development that's tailored to them, but job security (68%) is by far the most desirable factor when it comes to new role expectations. It's a difficult one for businesses to manage given the volatility of economies and often unforeseen changes in market forces. However, being a trusted (48%) and consistent (40%) employer is also significantly high up the employee wish list and these are factors organisations can influence.

To attract and retain the best talent employers need to demonstrate qualities that appeal to the talent pool. Illustrating trust through increased transparency, while also being consistent in messaging and approach to all employees is clearly key but it's also important to personalise. Recognising individuality is increasingly valued, with 31.67% surveyed claiming it's an important feature when considering new roles.

So how do businesses attract new talent? It's not easy. CIPD research claimed that a tenth of organisations experience difficulties recruiting for more than 50% of their vacancies, so competition is fierce, especially for the more specialist roles. Branding and reputation are key factors. Social media in particular is giving potential candidates access to a breadth of brand information and access to current and former employees. There is no hiding.

Being a trusted and consistent employer is significantly high up the employee wish list, and these are factors organisations can influence.

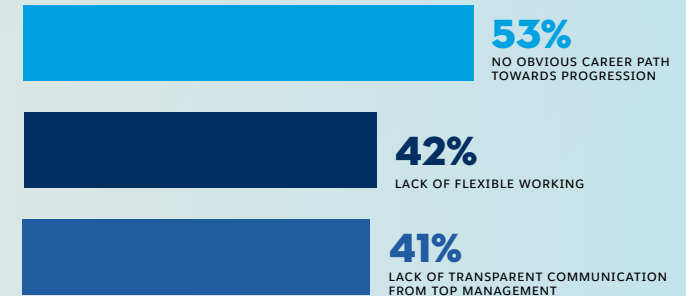


What can employers do to improve attraction and retention? The top answer from the survey was for employers to ensure career development and performance management are more personalised. A desire for more hands-on experience (46%) and clarity over how skills will be utilised (41%) are also high on the agenda. How do employers harvest and present this information? How do employers track and encourage individual skills development? These are questions employers need to address if they are to improve skills attraction and retention rates.

61% said feedback, good or bad, made for a good recruitment process.

What does a good recruitment process look like? Respondents said that clear and concise communication was key but they also wanted feedback, whether good or bad (61%). A short and efficient process (52%), and having an opportunity to express yourself face to face (51%) were also cited as important elements in the recruitment process. Of less interest was innovative engagement and a CV-only application process.

WOULD ANY OF THE FOLLOWING STOP YOU JOINING A NEW COMPANY OR MAKE YOU LEAVE YOUR EXISTING COMPANY? TOP THREE SELECTED



THE IMPORTANCE OF EQUALITY

“Diversity of thought improves the way things are done, and the way things are run, and creates the spark of creativity that makes for progress,” said Matt Hancock, the UK’s Secretary of State for Culture, Media and Sport speaking at the Diversity Forum. “Anything, whether it’s a TV script or a business plan for a sports team, can be improved by discussion with a diverse group.”

It is to our society’s credit and the energy of individuals that there is now an expectation for equality in the workplace. Diversity and equality ranked highly (40%) in the survey, when it came to what employees expect from company values. This mirrors other findings. For example, a survey by recruiter Hays found that 77% of employees believe diversity and inclusion programmes are important to recruitment and retention [source: Hays Gender Diversity Report 2017].

While the reports and statistics pile up, it does not always translate into the real world. Just 36% of business professionals believe that their company actively works to be more diverse [source: The Impact of Equality and Values Driven Business 2017]. And yet employees think it should go further, with 80% of business professionals believing that businesses have a responsibility to look beyond profit, and make a positive impact on society [source: The Impact of Equality and Values Driven Business 2017].

80% of business professionals believe that businesses have a responsibility to look beyond profit, and make a positive impact on society.



The reasons for this are plenty. As well as engaging employees across a wider spectrum of society, creating opportunities and gathering ideas from a more diverse group of people, there are brand reputation benefits too. As we have seen, being a more inclusive, sustainable and charitable business can attract talent, but it can also impact brand awareness and loyalty. 51% of consumers say companies investing in or giving back to the community has a major or moderate

influence on their loyalty to a company [source: The Impact of Equality and Values Driven Business 2017]. This figure rises to 58% with a purely millennial audience. 60% of people also said they would switch brands if a company isn't socially responsible.



SUCCESSFULLY ONBOARD

First impressions matter. The combination of culture and technology can be a powerful differentiator for employers and can be immediately engaging for any new employee. Meeting expectations will go a long way to making sure new recruits not only hit the ground running, but are enthused and happy to do so. Successful 'onboarding' of staff is crucial to their retention. It should be considered as a continuation of the recruitment process.

According to the Society for Human Resource Management (SHRM), there are "Four Cs" of onboarding that need to be adhered to. The first is compliance, teaching new employees basic legal and policy-related rules and regulations. The second is clarification, and refers to ensuring that employees understand their new jobs and all related expectations. The third is culture, a broad category that includes providing employees with a sense of organisational norms— both formal

and informal. The final C is connection, and refers to the vital interpersonal relationships and information networks that new employees must establish [source: Onboarding New Employees].

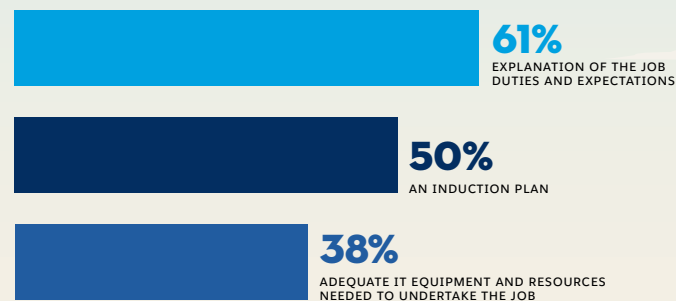
If new joiners don't know what's expected of them, with no plan in place, they'll struggle to settle in, affecting productivity and a sense of belonging. Perhaps unsurprisingly, 61% surveyed said they want an explanation of job duties and expectations when they start but also an induction plan (50%). There is also a high expectation they will be given the right technology tools for the job (38%) but less obvious is the need for early career advice (36%) and planned activities for team building (33%). Communication is fundamental.

Successful 'onboarding' of staff is crucial to their retention. It should be considered as a continuation of the recruitment process.



Of course, onboarding is just the start. Nearly 40% of employees surveyed said they would like a buddy or mentor for the first few days in the job. This could be important in terms of communicating company culture, enthusing new people with ideas, as well as supporting with daily tasks and orienteering. It's a personal service that could be designed to immediately integrate new workers and make them feel at home.

WHAT DO YOU WANT FROM THE ON-BOARDING PROCESS WHEN STARTING A JOB? TOP THREE SELECTED



BOOSTING PRODUCTIVITY AND SATISFACTION WITH TECHNOLOGY

As millennials grow into more senior roles and Gen Z enters the workplace, technology expectations will increase. They're already high. Employees want the workplace to mirror their personal lives. They want smart, digital tools that give them instant access to information and data, to share knowledge and collaborate.

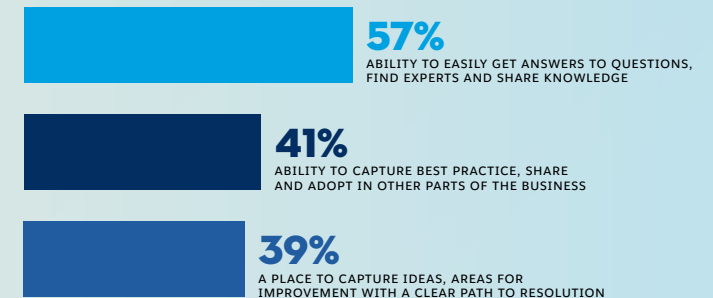
The survey found that over half of respondents (57%) considered technology for knowledge sharing and easily finding answers to questions essential, but other factors such as capturing ideas (39%), mobile and social collaboration (36%), and innovative ways to use artificial intelligence (36%) were also important.

Technology, in essence, is increasingly fundamental to employee engagement and satisfaction, and of course, productivity. Every employee suffers from overflowing email inboxes, packed calendars, noisy chat notifications and clunky systems that only half the team uses each week. Email and meetings can easily become the

default for a team's most important work. You're probably not surprised to read that on average 28% of the working week is spent managing email and another 20% chasing colleagues, which leads to low productivity and slow decision making [source: Gallup The Worldwide Employee Engagement Crisis 2016).

Using dedicated collaboration tools and online communities, such as Quip and Chatter, will help to foster working relationships and help employees work in teams. This will boost productivity, help staff solve problems more quickly and innovate. As the Institute for Corporate Productivity discovered in a study last year, those businesses that promoted collaborative working were five times more likely to be high performing.

WHICH OF THE FOLLOWING ASPECTS OF TECHNOLOGY IN THE WORKPLACE ARE IMPORTANT TO YOU? TOP THREE SELECTED



Those businesses that promoted collaborative working were five times more likely to be high performing.

Clearly, technology is pivotal for organisations to transform employee experience. Consumer-like technology, such as apps and mobility are key and organisations need this to be a common thread running through all departments. Consistency is of paramount importance. If organisations are to maintain quality staffing levels, they need technology solutions that can scale the culture and enhance the experience for employees.

While this enables employees to do their jobs better, it does also mean access to user data. This will enable organisations to transform their HR capabilities from traditional practices to a more personalised, employee-centric approach.

If the aim really is to be better employers and better businesses, using technology to enthuse, engage and educate staff has to be front and centre of any HR policy.

If the aim really is to be better employers and better businesses, using technology to enthuse, engage and educate staff has to be front and centre of any HR policy.



RETAIN AND ENGAGE

What do employees want from a business? What do they want to be associated with, when it comes to their working environment? The survey found that the most important values a company can have are trust and integrity (59%); flexibility, agility, and being innovative (43%); and engaged, passionate people (37%). To a large extent these are common sense answers. Workers want to be valued, but they also want to feel part of something exciting and dynamic.

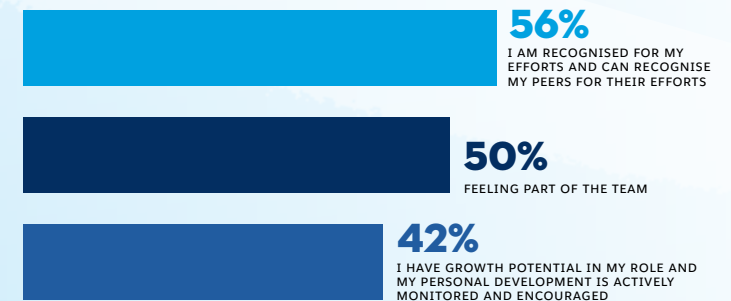
Happiness will naturally come down to employee experience but this experience is multi-faceted taking in not just work performance but also diversity, culture and new technology. By far, the most frequent aspect of employee experience respondents selected as important was work/life balance (77%), followed by personalised career/ personal development (52%) and ongoing performance management and feedback (47%). This is interesting as over half of the survey respondents were between the ages of 21 and 34. Work/life balance in particular is something you would associate more with older age groups. So, what motivates employees? Certainly, appreciation of their work. When this happens,

employee productivity tends to rise. This comes from the top. Most employees will know quite quickly whether they are working in a culture that openly praises and encourages good work, or whether they are in a culture that is inconsistent in its praise, leaving employees uncertain in their work and perhaps even leading to division. This is backed up the by survey, which found that being recognised for efforts and the ability to recognise peers for their efforts (56%) was a top answer to the question, what keeps you most motivated to work to the best of your abilities? The second highest answer was feeling part of the team (51%), and having growth potential in their role, with personal development encouraged (43%) was third.

As we've seen previously, employees value a clear path to progression. Employees expect to understand what areas they need to improve on, to move from one role to another. Is ability and capability driving career development, or are tenure and personal relationships the driving forces of progression? Clarity and fairness are key words in retaining employee loyalty.

WHAT KEEPS YOU MOTIVATED TO WORK TO THE BEST OF YOUR ABILITIES?

TOP THREE SELECTED



ENHANCING EMPLOYEE WELLBEING

The modern world is fast paced and demanding. To stay competitive, teams often focus on how much and how fast employees can deliver results—in other words, employee productivity. But there's one crucial element of productivity that can be easy to overlook: employee wellbeing. Employee wellbeing is the very foundation of productivity, and a lack of attention to wellbeing can hurt your team or business more than you can imagine. According to the Gallup Business Journal, employees who are physically and mentally thriving are 13% more likely to report excellent performance at work, have 41% lower healthcare expenses, and are 32% more likely to stay with a company. Furthermore, employees in the poorest health are more than twice as likely to be disengaged from their jobs, and three times as likely to experience high stress.

It's important for organisations to build a culture of well being as part of their wider company culture. This can include building a central employee resource to bring together all aspects of wellbeing into one place, as well as education sessions for employees on key topics and programmes, such as nutrition, exercise and stress-management. Giving back and volunteering is another great option to help your employees take a break from their day job and connect with other communities and each other.

Employees need to feel that they have permission to step away from their daily tasks and take time for wellbeing, so leaders must show their support and lead by example in their own day-to-day life at work.

Employees who are physically and mentally thriving are 13% more likely to report excellent performance at work



ON-GOING LEARNING KEY TO SUCCESS

We hear a lot about automation and the growing impact of AI on the working environment. There is plenty of scaremongering out there, and while some points may be justified – the idea that jobs are changing and the ‘smart’ world will lead to a shift in skills, for example – no one really knows for sure how things are going to pan out. What businesses need to do is put structures in place that enable them to cope with skills challenges and help them build foundations for what we think will be the needs of tomorrow’s work.

A good example of this is what is regularly termed as the fourth industrial revolution. AI and machine learning are being touted as technologies that will improve business performance, driving automation across industries. Understandably there are some concerns that it poses risks to current jobs, but there is also opportunity. Interestingly, our YouGov study of 2000 UK workers and job seekers found that 63% of UK workers think that developing their technological skills would have a positive impact on their company’s overall efficiency.

The vast majority (91%) of UK adults believe that it is important that employers provide training in technology relevant to future jobs. However, more than a quarter (27%) of UK workers don’t think the opportunities currently offered by employers are adequate for this goal. They don’t want one-off courses they want on-going learning. Around 82% of UK workers are advocates of lifelong learning. They see continuous training as crucial to succeeding in a career today and in the future - a statement with which 89% of full-time students agree.

There is clearly a disconnect here, between what employees want from training and what employers are offering. Bridging this gap is crucial for businesses that want to value and retain staff.

91% of UK adults believe that it is important that employers provide training in technology relevant to future jobs



LEARN MORE

Trailhead, a new approach to ongoing learning to deliver the next generation of digital skills from Salesforce

CONCLUSION

Employees are not just workers that perform tasks. Employees are increasingly digitally-savvy, social media friendly consumers from diverse backgrounds, that are helping to drive economic transformation. Millennials and generation Z, in particular, are helping to fuel digital disruption. Traditional methods and practises are being shunned in favour of quicker, more personal solutions. From banking and transport to entertainment and retail, this is becoming the new normal.

What this means is that employee expectations are changing. While the basics remain the same – job security and satisfaction, remuneration and career path – other factors are coming into play. Culture, technology, diversity and inclusion are all cited, as well as the ability of an organisation to engage in the community. Employees are clearly looking for a more holistic experience from the working environment.

For many organisations, this will mean a shift in culture but it doesn't have to be a leap. There are clear steps that can be taken to improve employee engagement, to meet the expectations, but also record and measure the impact. Combining culture, data and technology can lead to organisations setting clear goals, within frameworks that meet both employee expectation, but also business economic objectives.

A great culture and a great workplace does not happen by accident, but what it does do is create staff loyalty, business value and a good brand. We know because we are living it.

TO READ MORE about connecting your employees and customers, and watch some of the content coming out of our recent events, including Dreamforce, please go to our dedicated content hub: <https://www.salesforce.com/uk/campaign/build-connected-apps/>

Combining culture, data and technology can lead to organisations setting clear goals, within frameworks that meet both employee expectation, but also business economic objectives.

APPENDIX: RESEARCH DETAILS

Research was conducted using online research platform OnePulse in March 2018. 13 questions were sent out to an audience of respondents of different age groups and genders, who submitted responses via the OnePulse mobile app.

QUESTIONS WERE ANSWERED BY THE FOLLOWING NUMBER OF PEOPLE:

Question 1-3 = 1,230

Question 4-6 = 1,071

Questions 7-9 = 1,131

Questions 10-12 = 1,102

Question 13 = 1,041

GENDER

46% male

54% female

AGE

56% aged 21-34

30% aged 35-44

14% aged 45+



salesforce

**VISIT OUR CONTENT HUB TO DISCOVER
MORE ENGAGING CONTENT ON EMPLOYEE ENGAGEMENT**

<https://www.salesforce.com/uk/campaign/build-connected-apps/>

