



An Introduction to Human Experience Management (HXM)

## Unit 1: Defining Employee Experience and Why It Matters

**Beliefs, feelings, and attitudes,  
resulting from an appraisal of  
one's job experiences.**

Locke, E. A. (1976). The nature and causes of job satisfaction.  
In M. D. Dunnette (Ed.), Handbook of Industrial and Organizational Psychology (pp. 1297 – 1349).  
Chicago: Rand McNally

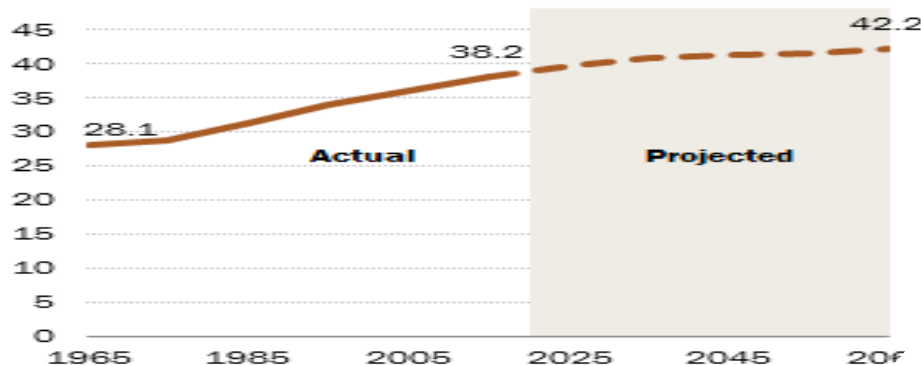
## Why experience matters: major forces reshaping work, careers, and organizations



### Digitalization of everything

- Accelerating pace of change
- Transparency & connectivity
- Labor market skill divide

**U.S. Median Age Projected to Rise to 42.2 by 2065**



### Fewer births & longer lifespans

- Aging workforces
- Shifting labor supply
- Increasing workforce diversity

## Companies need more from employees – Employees expect more from companies

### Employees face accelerating levels of change and competition

Company lifespan  
decreased

↘ **67%**

in the last 50 years  
(large US companies)

Acquisition rate  
increased

↗ **698%**

in the last 30 years  
(worldwide)

Success rate of  
org. restructurings

**20%**

10% made things even  
worse

Work automation  
predicted to eliminate

**47%**

of current jobs across  
the US

Layoff anxiety  
currently affects

**48%**

of US workers

### Companies face shortages of employees

Companies without  
enough **skilled workers**

**45%**

Highest shortage  
in 12 years

Contract labor is critical  
to operations for

**65%**

of global companies

Job changes likely  
during a person's career

**11+ roles**

Based on US  
employees

Voluntary turnover  
due to lack of growth is

**3 times**

more common than  
compensation

Low engagement  
costs US companies

**\$431 Bn+**

per year

- 67% lifespan: Credit Suisse Equity Research Global / Thematic Research / 24 August 2017
- 698% acquisition: <https://imaa-institute.org/mergers-and-acquisitions-statistics/>
- 20% restructurings: <https://hbr.org/2016/11/getting-reorgs-right>
- <https://hbr.org/2016/06/ma-the-one-thing-you-need-to-get-right>
- 47% work automation: [www.oxfordmartin.ox.ac.uk/The\\_Future\\_of\\_Employment.pdf](http://www.oxfordmartin.ox.ac.uk/The_Future_of_Employment.pdf)
- 48% layoff anxiety: <https://www.shrm.org/ResourcesAndTools/hr-topics/employee-relations/Pages/layoff-worries.aspx>
- 45% skilled workers: <https://go.manpowergroup.com/talent-shortage>
- 65% contract labor: External Workforce Insights 2018, SAP Fieldglass & Oxford Economics

- 11+ roles: <https://www.edsurge.com/news/2017-07-20-how-many-times-will-people-change-jobs-the-myth-of-the-endlessly-job-hopping-lennial>
- 3 times voluntary turnover: <https://emptrack.com/blog/employee-exit-reasons/>
- \$431 billion engagement. Based on combining Gallup engagement research that suggests that 21% of employees have low engagement, and that these disengaged employees are about 34% less productive, and US salary data very conservatively assuming that the amount of revenue fully engaged employees should generate is at least equal to their salary (more accurate estimates suggest most employees generate at least 2x their salary in revenue or cost savings). This analysis is described here: <https://www.forbes.com/sites/karlynborysenko/2019/05/02/how-much-are-your-disengaged-employees-costing-you/#6359a3853437> \$431 billion figure is based on extrapolating this analysis across 128.57 million full-time US employees.





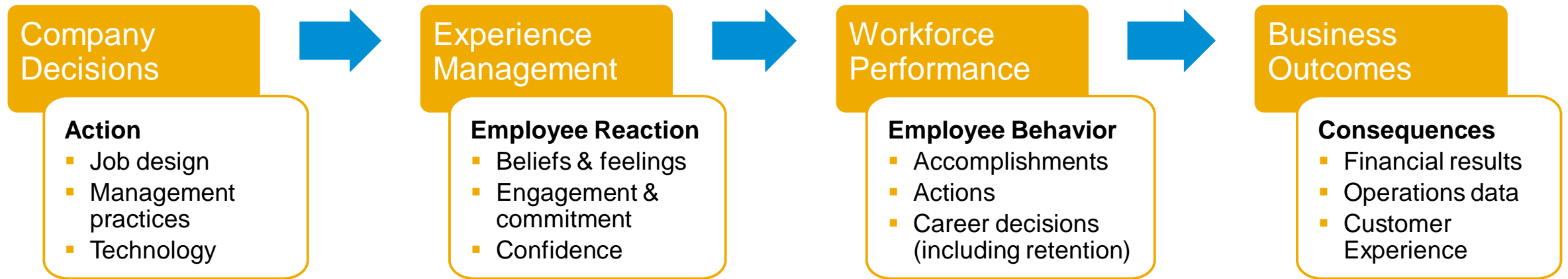
**Companies will not  
succeed in the future if  
they manage people  
like they did in the past**



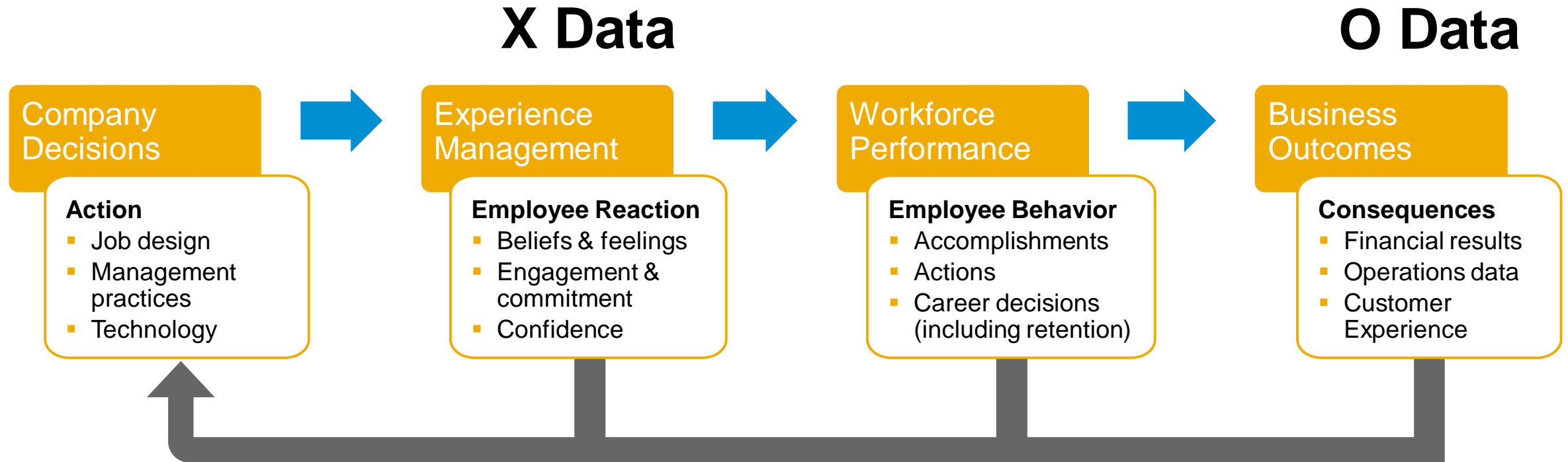
# **Human Experience Management**

Creating experiences that align employee wants, needs,  
and expectations with company goals

## Employee Experience links company decisions to business outcomes



**Experience data enables companies to understand the “why” behind the “what”**



## Linking Experience & Operations Data



## The types of experience that determine how we feel about work



**We now know what  
employee experience is  
and why it matters, but  
how do we influence  
experience?**

# Thank you.

**Contact information:**

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