



ARE YOU SURE YOU UNDERSTAND EMPLOYEE EXPERIENCE?

Measuring Employee Experience

THE REAL REASON WHY YOUR APPROACH TO MEASURING EMPLOYEE EXPERIENCE ISN'T IMPROVING END-USER PRODUCTIVITY

You're convinced that you have effective ways to measure employee experience, so **why hasn't productivity increased, and why are your employees reluctant to embrace new technologies in the workplace?**

THE PERILS OF NOT JOINING THE PIECES TOGETHER

What most organizations don't realize is that their interpretation of employee experience is in fact just the digital experience side of things, which fails to give a comprehensive view of how employees actually feel about using the IT products and services available to them. Non-technical factors play a huge role in influencing end-user productivity and must be equally measured and then linked with IT performance metrics to identify what employees value and what they require to be more productive and creative in the workplace.

If you don't follow this integrated approach, you **risk increasing the digital dexterity gap**, making your road to digital transformation needlessly long and cumbersome.

But before you can make substantive improvements to anything, you need to know what to measure and how to extract meaning from your data analysis – and it can't be based on educated guesses and ill-informed intuition. The approach we value and promote always relies on using solid empirical data, taking both the digital experience and employee experience into account.

YOU NEED THREE SEPARATE BUT INTERLINKED PARTS TO TELL THE WHOLE STORY

Digital experience, IT adoption and usage, and employee experience give a full, complete picture of what is influencing end-user behavior, and only when data is derived and connected across all three dimensions can it lead to actionable, qualitative insights, allowing an organization to identify what's working and what needs fixing. But first let's accurately define each interlinking element.

Digital experience can be measured using a data-driven approach, but, unfortunately, the only results you can gain are pure IT metrics (i.e. process performance, application performance, endpoint performance, etc.); they don't give a negative or positive indication of user sentiment. IT KPIs (key performance indicators) and SLAs (service level agreements), that are used to

evaluate whether objectives are being met, tell a similar incomplete story. For example, it's no secret that how fast a service desk request is resolved depends on the effectiveness of the digital solutions and processes in place. What usually happens, though, is an organization will direct all efforts to bring down resolution times in the hopes of meeting SLAs but won't consider taking a pulse of employee sentiment. It gives them no indication of how employees feel about the service.

Employee experience is all about measuring the subjective perceptions, opinions and feelings of users. Organizations can send out questionnaires and surveys, then analyze user responses and try to draw conclusions on how they think their employees may be feeling about the various services they interact with. However, if the responses are not contextualized and correlated with relevant factual data points, there's little choice but to resort to assumptions and hypotheses.

With loads of siloed data from both dimensions, how can you ascertain what exactly is having a positive or negative impact on IT usage? For example, If we want to measure network latency, is 4,000ms an acceptable delay, or should it be lower? Without thresholds that clearly define what your employees consider to be optimum performance, it can be quite difficult to know how much refinement a particular process, product or service requires. Regardless of whether we are able to recognize a good or bad experience, both digital and employee experience play a direct role in influencing the level of IT adoption and usage within an organization.

UNCOVER WHAT MATTERS MOST TO YOUR EMPLOYEES WITH CAPGEMINI'S UNIQUE APPROACH

"We're measuring employee experience, but our digital dexterity gap is only getting wider."

This statement is commonly heard from many bewildered management teams today.

The reason is quite simple: **either organizations are measuring just one part of user experience** or, even if data is flowing in from all three key dimensions, **it is not coherently tied together to produce any meaningful, trustworthy conclusions on what's impacting productivity levels.**

Capgemini has discovered a unique way of linking high-level perception data (i.e. subjective opinions and feelings) with relevant performance data (i.e. objective IT metrics and KPIs). Our approach is not based on guesswork or trial and error. We are not trying to assume what constitutes a good or bad user experience. It's all about measuring the temperature in the room and then using our analytics and proprietary machine learning algorithms to correlate user responses with data points to get an understanding of which responses were directly affected by specific digital experience factors. When we put these insights into our dashboard, we can attain combined metrics for the whole organization or for subset categories, based on specific groups of employees (by department, division, location, business unit), personas (needs, roles, and responsibilities), and context (office experience, remote work experience, field work experience, etc.).

SHOW YOUR DEDICATION AND COMMITMENT TO ENSURE THE BEST EMPLOYEE EXPERIENCE POSSIBLE

It's essential to identify where inefficiencies exist and how to correct them. New technologies are reshaping the workplace. The pandemic has helped accelerate the pace of technological change, as an abundance of innovative tools give employees more flexibility to complete everyday tasks remotely. Organizations that can get their employees to adopt these solutions faster – and to a greater extent – can bridge the digital dexterity gap.

According to Gartner, companies with high digital dexterity can achieve their digital transformation goals three times faster. Knowing which specific products or services your employees are embracing and happily using is a vitally important reason why you need to ensure you are measuring the right elements and making the necessary data connections to obtain the most accurate results.

Our portfolio includes adoption programs geared towards getting users acquainted with new technology so they can extract the most value from it. The continuous service improvement function we have does constant analyses on the current local support offered to see where automation features or chatbots and AI could further improve services. But the provision of good, solid IT infrastructure and services is something anyone can do. We are interested in **personalizing experiences by defining personas** that will help us understand the unique challenges and perspectives of your employees so we can proactively support and respond to their individual needs.

Many studies have found that happy workers are more productive than unhappy workers. Wouldn't it make sense to find out exactly how your employees feel about the tools and services at their disposal, so you know what changes need to be made to improve employee sentiment? The effort and time you invest in applying the right approach will help you fine-tune your solutions, shape great experiences in the workplace, and ultimately boost end-user productivity in every business process.

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