

**You Don't
Need to
Nail Every
Moment**
Just These



**Breakthrough original
research into the
moments that matter
most to your employees**

The Definitive Roadmap to Building an Engaged Employee Experience

We all want to give our people an incredible employee experience. But until now attempting to create an engaging employee experience has felt a lot like stumbling in the dark.

Not anymore.

We've found hard data to light the way. We spoke to 4,600 global employees to uncover critical insights that **pinpoint the exact moments that matter most to your employees** – clearly defining the optimal starting place, illuminating the road ahead and shining a light on the key moments where you'll have the greatest impact.

Find out:

- The five moments that have a disproportionate effect on your employees
- How your employees' minds work: identify where they want more support, their peak moments of vulnerability and what matters most to them
- Where you're currently missing huge opportunities
- How to use these insights to manage employee satisfaction and boost productivity

Focus on What You Can Control

You can't control *every single* manager *every single* day, and you'll burn yourself out trying.

What you can and should do is focus on the elements within HR's control.

Yes, you really can develop employee loyalty, improve retention rates, boost productivity and build company-wide engagement by focusing on just five moments, as long as they're the five moments that matter most to your employees.

The good news? These moments are already in your remit.

100% of the moments that matter most to employees are transitions.

A large, bold, orange number '5' is centered on the page. The background is a solid purple color with several lighter purple, organic, blob-like shapes scattered around. The text 'The Five Moments That Matter Most...' is written in white, bold, sans-serif font, centered over the orange number.

The Five Moments That Matter Most...

#1 Onboarding: The Universal Moment ALL Your Employees Find Difficult

#1

most challenging experience in the employee lifecycle

85%

don't feel prepared



Employees recorded feeling extremely high levels of vulnerability (five out of five)

But it's where you have the greatest opportunity to impact at scale.

100%

of employees have experienced onboarding

21.5%

say this is the moment that means the most to them

27%

say it's the moment they'll remember the most

25%

say it's the moment where extra support would have the greatest impact

Employees want personalization.

"We need more individual time at the beginning. Don't just assume we are all the same and require the same amount of support."

"My company set me up with a good trainer/mentor. They showed patience by giving me time to learn and make mistakes. And they asked for feedback during the start period to make sure I was getting the help I needed."

"I had a family emergency within the first week of working there and that caused me to miss a week. They were supportive and so I stayed there for years afterwards"

#2 Parental Leave: Your BIG Opportunity

Employees who had experienced becoming a parent rated it #1 in EVERYTHING.

#1

- most challenging situation
- moment they feel most vulnerable
- moment where extra support would have the greatest impact
- moment where extra support would mean the most
- moment your employees remember

But as employers, we're dropping the ball.

Only

19%

felt supported by their employer

Rated

#2

moment employees feel least supported (second to offboarding!)

"My manager called me constantly asking when I would return to work etc. It took a lot of the enjoyment out of the situation."

"I had to return to work four days after the birth of my first child."

"There was no positivity from my employer, I was blamed for getting pregnant."

"They didn't know how to handle it because no one really had children in the company."

It's NOT just about the primary caregiver.

"I became a parent for the first time and needed some time off. But I was refused any leave because I'm a male and not the one giving birth."

"I felt completely unsupported by my employer. I needed time off to learn how to become a dad but I wasn't allowed any."

"My workplace sent me away on business within two weeks of the due date and then again two months after the birth."

#3: Internal Moves: They're as Challenging as Joining a New Company

Tied with Onboarding for...

- Most challenging moment
- Moment that means the most

33%

say if they could be supported in all transitions, this one would be the most helpful

Do it right and your employee sentiment skyrockets.

"It showed me that they were confident in me and that meant so much."

"They really believed in me, which forced me to believe in myself. I took on a position that I was not very knowledgeable about but they

walked me through it the whole way and now I'm in a manager position leading a big team."

"My company was great. They gave me a good understanding of what the promotion involved and provided me with a mentor until I felt comfortable in my new role."

But don't underestimate the support they need.

Only

24% FELT SUPPORTED

72% FEEL HIGHLY VULNERABLE IN THIS SITUATION

"I didn't feel that my boss, when he promoted me, gave me the tools necessary to succeed in the new position I was taking."

"There was no orientation for lateral moves. Orientation for a new role in the company would have helped improve the knowledge of what that department does and what is expected."

"I wish my employer had understood that this was a new role for me, even though I had been with the company for a long time."

"I was promoted but it's like my employers expected me to know everything already even though there was more responsibility."

"I felt that it would have been so much easier if my boss had made sure there was someone filling my position. I was moved into a new position but had to perform both for several months and received attitude when I had to work overtime."

#4 Offboarding: The Easiest Way to Destroy your Employer Brand

Rated

#1

moment
employees feel
least supported

**According to
employees, we
suck at it.**

"My company was more concerned with clearing out my desk than they were with my departure."

"There was no compassion or understanding."

"I had to leave the company for health reasons and they showed no compassion at all."

What you say and do will be remembered. A bad offboarding experience overwrites the good memories.

"I resigned to move closer to my family. My site manager and VP were sad but they understood. However the two managers between these leaders stopped speaking to me. I would have considered returning in the future had these two at least had a conversation with me to understand why I was resigning. Now I would never consider returning, even if they doubled my salary."

"I worked there for years, always going above and beyond. Early mornings, late nights, weekends – I did it all. But when I handed in my notice, they acted like I was a traitor. They completely cut me out as if I never existed."

"My notice period was miserable, I was made to feel like I was half an employee. There was a company-wide week at HQ and despite my manager pushing for me to come, C-suite refused. Instead I was made to stay behind in an empty office for a week. It made me feel like I'd made the right decision to leave and convinced me to never consider going back."

Employees just want acknowledgement.

"I wish they'd acknowledged me during my last few days or acknowledged that I was leaving the team. Really, any sort of acknowledgement to make me feel valued as an employee or at least as a person."

"They could have acknowledged that I had been of some value during my 18 years with the company."

"What could have at least wished me well or thanked me for the work I'd done."

#5 Emergencies: A Major Opportunity or an Accelerated EX Nosedive

63%

say their opinion of their organization has changed due to its response to COVID-19

38%

say their organization's response was inadequate

Inaction and confusion breeds discontent.

42%

WERE FRUSTRATED BY THEIR ORGANIZATION'S RESPONSE

"I wish we'd had more up to date information. Usually we'd hear something first before it was officially announced and sometimes conflicting information was being released."

"They acted too slow and refused to close or change. We waited too long for decisions to be made."

"I was disappointed and frustrated by the amount of time it took to put actions into place."



But empathy and personalization shines.

67%

say their company's response impacted their personal lives, family and friends

77%

say their organization's response took into account each employee's individual needs

82%

felt supported by their manager during COVID-19

44%

view their organization in a more positive light now

The Findings: The Only Formula You'll Ever Need

Write this formula down on a post-it note and stick it on your monitor (seriously), because just like the title states – it's the only one you'll ever need.

Transition > WOW = Increased productivity, engagement, retention & loyalty

That's it. You've unlocked the key. Turning a transition into a wow experience is your failsafe method for moving the needle.

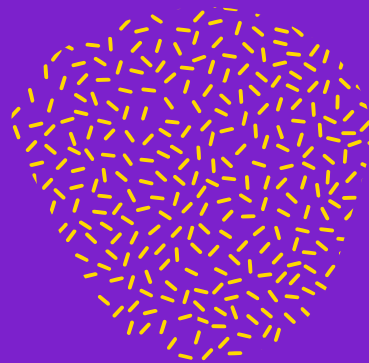
But how do you transform a transition into a wow experience? Focus on what you can control.



Example:

Great onboarding is everyone's job at Canva

Named as the best place to work in Australia in 2018, Canva's innovative buddy program embraces the idea that great onboarding is everyone's job. Instead of automatically falling on HR or the hiring manager's shoulders, employees volunteer to mentor new hires.



Onboarding

Onboarding is the most important transition in the employee lifecycle for two reasons 1) your employees feel unprepared and vulnerable, and 2) as every employee will go through this transition it's your biggest opportunity to impact at scale.

If your current onboarding is a one-size-fits-all approach, toss it out now. The main message we received in our feedback was that personalization is key. People learn at different paces and great onboarding needs to be designed with that in mind.

Focus on the individual and tailor your support levels to suit their needs.

To dial up the wow factor on your onboarding, **focus on human connection** by implementing a buddy or mentorship program. Like we said before, you can't control all your managers every day, but you can control who you pair your new hires with.

Connecting your new hires with employees who personify your company values is the easiest way to set them up for success in your organization. Almost every respondent who told us they had a great onboarding experience said it was the result of being paired with a friendly face who helped them find their feet.

The benefits are endless. With a high hiring velocity, this shared approach to onboarding ensures that despite ballooning volumes, new hires still receive a 1:1 experience. Mentors have daily check-ins with new hires, enabling the organization to give all new hires a personalized experience tailored to their individual pace.

It's also a fantastic way to welcome and integrate new hires into the company culture and build human connections in the workplace – fast!

"People genuinely want to help new hires," explains Linda Lin, Team Happiness Coordinator. "Once people reach the six month mark, they then have the option to take on the responsibility of mentoring someone else. If they have had a great onboarding experience, particularly if their mentor was incredible, they want to give that to someone else as well."



Example:

All parents are equal at QBE

In a revolutionary decision, Australian insurance company QBE removed "primary" and "secondary" carer labels from their paid parental leave scheme. Parents are eligible for 12 weeks paid leave (yes, even if both parents are employed at QBE!) and they've reduced the qualifying service period from 12 months to six.



Parental Leave

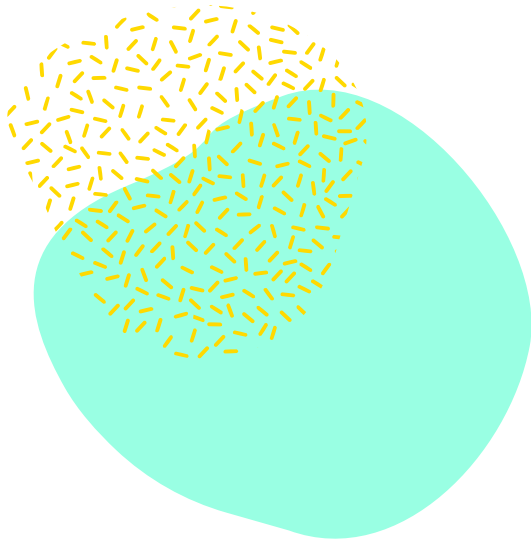
If the majority of your workforce is at this stage in life, you have a HUGE opportunity on your hands.

Out of the respondents who had experienced every transition in the employee lifecycle, becoming a parent rated #1 for everything. This moment is a major juncture point in both people's professional and personal lives...and it matters, a lot.

This is where your people feel most vulnerable and on the flip side, it's the moment where they've said extra support would mean the most and have the greatest impact. And it's a moment they're never going to forget.

To thrive in this situation **focus on the whole person, not just the professional.** Celebrate this new chapter of their lives and be understanding that your employee has a new set of priorities to juggle.

It goes without saying, but this extends to all your employees. Families come in all shapes and sizes, and it's not just the primary caregiver who needs support.



“With men making up only 5% of the parents who access paid parental leave in Australia, we wanted to address a key barrier by providing flexible options to access the leave – perhaps by reducing their working week to support the unique needs of each family,” explained Vivek Bhatia, CEO of QBE Australia Pacific.

Twelve months later, the policy resulted in a 300+ percent uplift in male employees taking paid leave.

“The fact that over a quarter of those now accessing paid parental leave are men is a truly encouraging figure. We’ve taken the step to normalize caring and flexibility for all families and sent a strong and overdue message that we can only achieve gender equality in the workplace when both men and women have equal opportunities to thrive in their career, and at home.”

Internal Moves

Remember this: from the employee’s perspective an internal move is the same as starting a new company.

Sure, they might already be familiar with office layout, know the company’s values inside out, and maybe they already know a few faces in their new team. But that doesn’t mean you can simply move their desk and move on.

An internal move is typically a moment of elation for your employee. They’re glowing with pride and feel-good emotions. Your organization has made them feel valued and appreciated. Now’s the time to **focus on leveraging those emotions by setting them up for success.**

Maybe that’s allowing them to shadow another team member, ensuring their old role is filled so they can concentrate on learning rather than juggling two roles, or providing manager training if they’re leading a team for the first time.



Example:

Setting up professional and personal success at TomTom

TomTom essentially treats internal moves and global relocations as a new hire process, but they’re able to streamline it by removing elements employees are already across such as values and organization history.

The organization sets up employees for success, not just in the workplace but also in their new location with localized content on things to do in the region, information about the country and more.

What makes their approach even more unique is the engaging way this content is packaged. Employees receive ‘day in the life’ videos showing them around the office they’re moving to. And the organization makes sure to regularly check-in at each milestone (first week, first month, first quarter).

Offboarding

This may be an overlooked or rushed transition for you, but not for your employees. A negative offboarding experience has a lasting impact on the departing employee: it's their crucial last memory of your organization and a bad experience will completely overwrite all the good memories, which is potentially catastrophic for your employer brand.

Our research revealed an easy win – acknowledgement.

Sometimes goodbyes are hard... and awkward. It's easy for managers to forget the human aspect when they're overwhelmed updating security clearances, filling the role, or training the new replacement.

But as HR, it's our job not to forget. In this transition, **focus on manager coaching and nudges**, not the employee. Automate and stagger mundane tasks (like notifying IT) to ease the pressure on your managers, freeing them up to focus on their employees.

Prompt them to acknowledge their departing employee's contribution. It doesn't have to be a grand farewell party, our respondents told us a simple word of thanks would have made a world of difference.



Example:

You're never forgotten at Careem

Careem, a subsidiary of Uber, are nailing their offboarding. By automating asynchronous tasks such as alerting finance, creating an IT ticket in JIRA and generating a handover form that gets forwarded to the manager once complete, they free themselves up to focus on the human.

Careem don't just check that they have up-to-date personal details in order to stay in touch, they go one (giant) step further and invite them to join Careem's alumni program, and an alumni Slack channel where they can all stay connected and collaborate.

On top of that Careem offers their leavers three months of LinkedIn learning, along with tips and tricks for updating their LinkedIn profile and avenues to continue to excel in their career once leaving Careem.

But they don't stop there. Careem gathers feedback on both their time at the organization and the overall offboarding experience in order to continually improve employee experience.

Emergencies

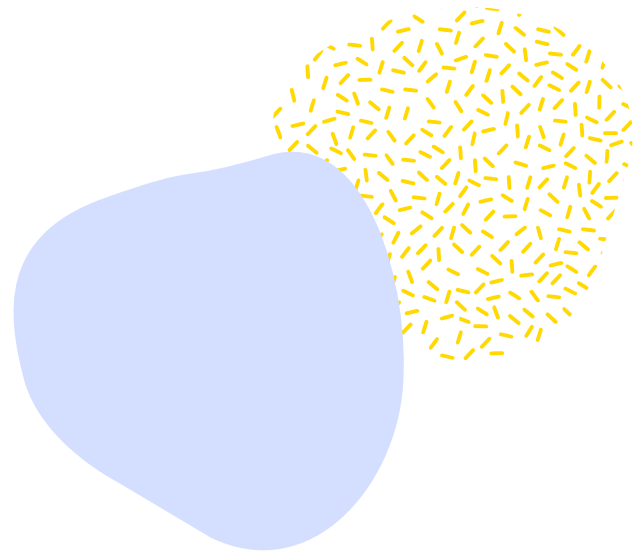
The COVID-19 pandemic has thrown emergencies into the spotlight. While we don't know what the next emergency will be or when it will arrive, we can anticipate it – and we should. Because how you handle an emergency situation will be make or break for your employee experience.

It's easy to get tied up in the compliance and safety measures, but not at the expense of your people. Our research revealed in these moments, your employees want you to focus on the humans.

Be transparent, because in emergency situations your people's emotions are running high. If you're seen to be inactive, discontent and frustration amongst employees will boil over.

While we always advocate for a human-centered approach, this is absolutely crucial in emergencies. Let empathy guide you. These situations are likely to affect the whole person, not just the professional – 67% of respondents said their company's response to COVID-19 impacted their personal lives and their inner circle of family and friends.

Emergencies don't have to be doom and gloom. They're an opportunity for something amazing. During COVID-19 we've heard countless stories of companies going the extra mile and putting their people first, and it's having a positive impact on the employer/employee relationship.



Example:

Empowering employees during a crisis

When COVID hit, Ogilvy UK knew they had to act quickly to keep employees safe. But it was also an opportunity to step up and make a difference.

"We used this as an opportunity to rethink how we use our social spaces and technology to further our items on inclusion, collaboration or pursuit of creativity and productivity," explains Mark Castro, Lead Partner, Transformation and Insights.

In addition to putting together a Business Continuity Planning Committee to review government and WHO guidelines, the organization knew it needed to take a human approach to handling the situation.

"We wanted to make sure our employees felt empowered and had agency over the decision of when they return to work."

While planning their phased return to work, the organization created an uplifting video to show off what employees could expect when they returned to the office.

"It was important to have that positivity shining through because this can be a really scary or daunting time given how much is relatively unknown. So it was great to say "this is a positive experience and it will change things for us."



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