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Transformational Change: The Employee Factor

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FORRESTER® **EVENTS**

Imagine a workforce that
embraces change...

But 70% of change programs fail to achieve their goals.

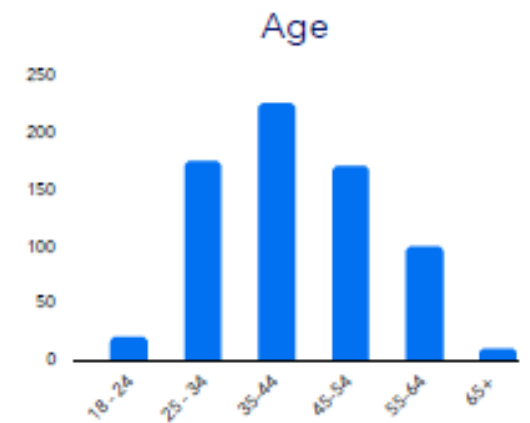
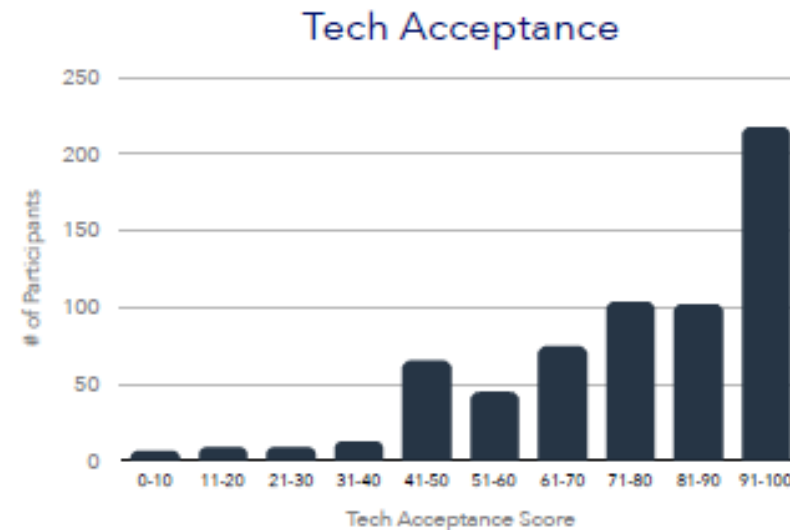
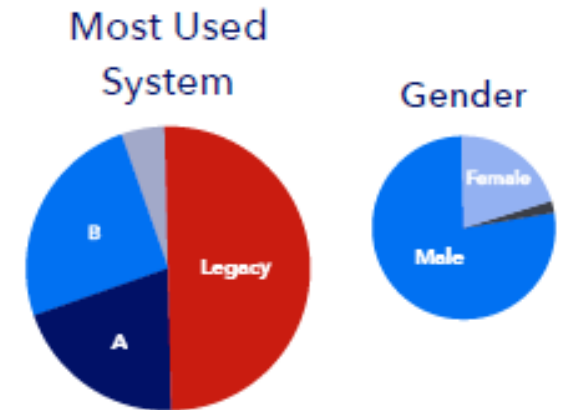
Catching employees up in conflicting demands



A record number
of US workers
went on strike in
2018.



Employee Understanding



Employee-Driven Innovation



The better your organization's EX

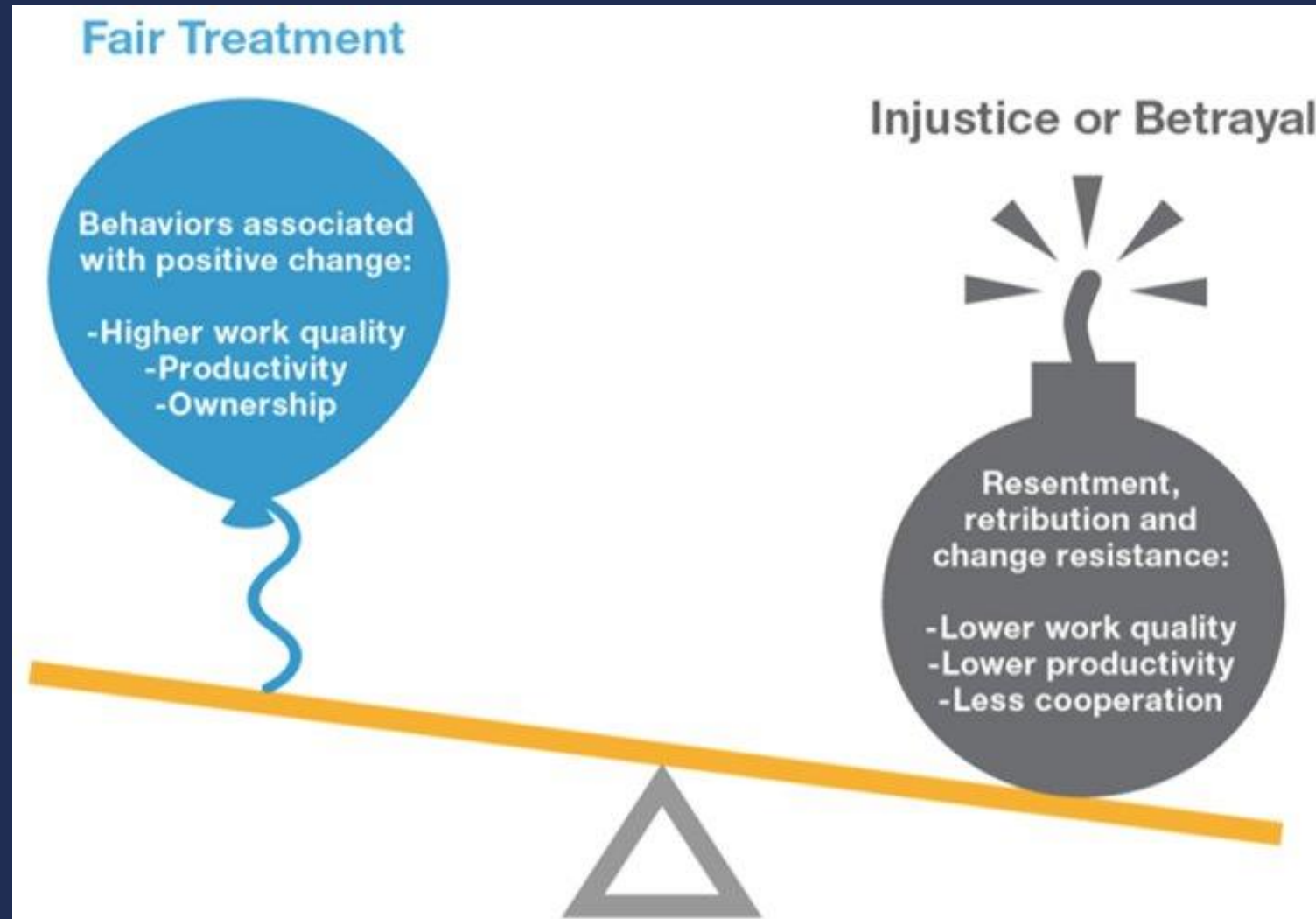


...the more engaged your people will be

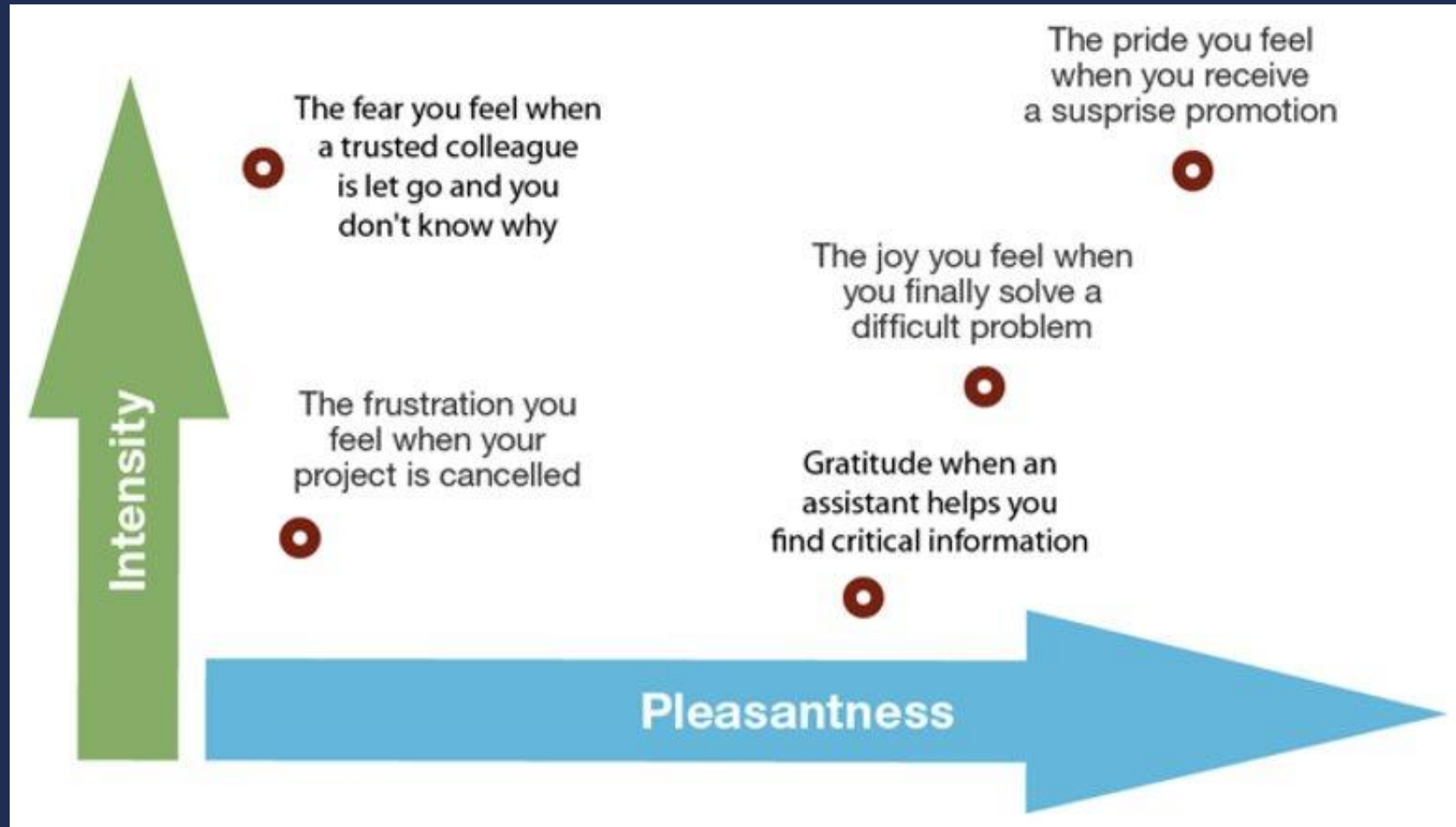


...the less likely they are to experience
negative affect from changes.

When it comes to change...



Moments that matter in EX



Demands

Resources



Employee Experience

Can an employee solve this problem alone?



Engaged Employees

- Feel safe, psychologically
- Satisfied with job and work
- Feel strong and vigorous at work
- Feel enthusiastic about their job
- Seek new and interesting aspects of their work
- Feel inspired by their job
- Feel their work has meaning and purpose
- Feel proud of the work they do
- Have a growth mindset
- Feel like they're bursting with energy at work
- Feel productive at work

What Leads to Engaged Employees?



EMPOWER

- Freedom to decide how best to do their job.
- Recent opportunities to advance.
- Clarity about how their work contributes to company success
- Recent praise from their manager for good work.
- Clarity about what's expected of them at work.
- Good environment for being productive.



INSPIRE

- Manager who lives the company's values.
- Belief in the core mission and values of the company.
- Ability to easily provide feedback to leadership
- Belief that the company is forward looking and innovative.
- Belief that the company helps employees live its values.
- Believe that the company operates ethically.



ENABLE

- Belief that their IT department helps them be productive.
- Sufficient training on the technology they use.
- Technology that helps them work on what's important
- Technology that lets them easily collaborate.
- Easy access to the information they need.
- Belief that they have the right technology and equipment.

Review

- The biggest factor in transformational change is emotion
- Firms who manage change well provide psychological safety
- Employees need to know that they will be treated fairly through change...
- ...and that if they take a risk for the company, they will not lose their safety

Recommendations

1. Start with employee research to understand their attitudes and behaviors
2. Build psychological safety by setting the example top-down and empowering bottom-up
3. Communicate your vision and give transparency regarding the path forward...
4. ...And make communication a two-way street by proving you are listening, valuing and applying their ideas and opinions

Thank You.

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