

Deeper Dive into the Employee Experience Implications of COVID-19

Willis Towers Watson Webcast

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Today's speakers



John Jones



**Suzanne
McAndrew**



Jill Perkins, PhD



Andy Walker



**Tiffany
Shortridge, PhD**

**Leaders of Employee Experience
Willis Towers Watson, Talent & Rewards**

The world as we know it has changed

A world faced with...

Global health crisis

40-70% of the world's population could become infected with COVID-19

Global economic crisis

Volatile global financial markets, supply chain disruptions, increased unemployment

Humanitarian crisis

Lockdowns, self-isolation, school closures, social distancing, travel bans

Impact on the Employee Experience...

95%

say senior leaders have demonstrated a sincere interest in employee wellbeing and safety



76%

say collaboration of overall organization has improved/improved significantly



89%

measures to ensure that people feel supported during this time have put in place



59%

think working from home policies are likely to remain even after the COVID-19 pandemic is gone



68%

say their employees report experiencing higher anxiety levels than normal



31%

Have surveyed employees in response to COVID-19



Source: Willis Towers Watson COVID-19 Survey – Talent Implications

The crisis has impacted the workforce in unprecedented ways

Global health crisis

Global economic crisis

Humanitarian crisis

Massive changes in demand across industries



- High-tech
- Fast-moving Consumer Goods
- Healthcare
- Retailers providing essential goods and services



- Automotive
- Leisure & Hospitality
- Aviation
- Retailers providing non-essential goods and services

No one is left unaffected, and no two companies or individuals are affected in the same way.

Right now is a pivotal moment to focus on workforce principles that align to the Employee Experience



View this as a **defining leadership moment**



Adopt an agile and continuous **learning mindset**



Understand the perspectives of and **engage** all stakeholders



Focus on employee and company **wellbeing**



Balance medium-term needs and longer-term business objectives

[Joint Whitepaper with WEF: Workforce Principles for the COVID-19 Pandemic: Stakeholder Capitalism in a Time of Crisis](#)

From recovery to rebound

This crisis is a
universal moment
that matters.



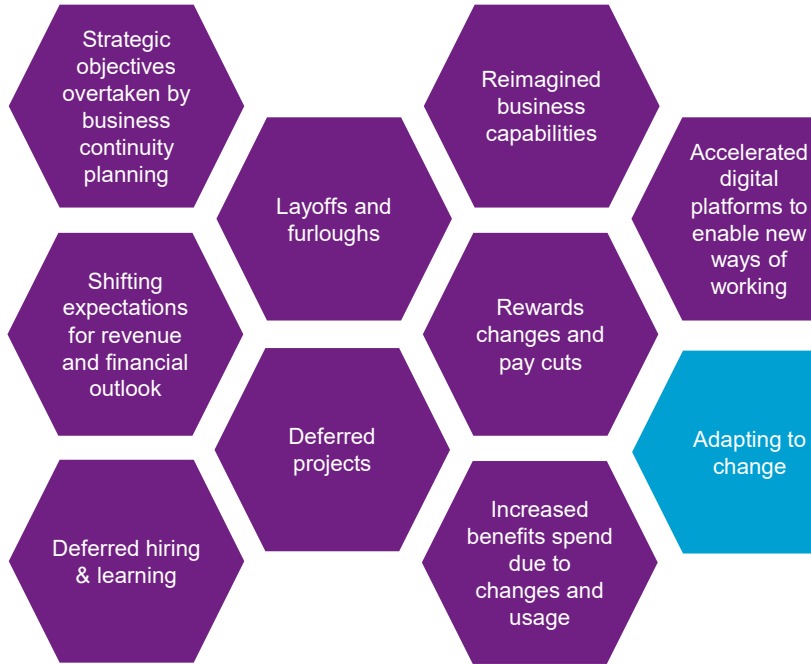
We are asking – and needing – employees to **exist** in new environments, **think** in new ways and **act** differently.

Doing so, impacts how they *experience* work and *feel* about their role and their future; it impacts how leaders *show up* and, ultimately, it determines how the business *pivots and performs*. The approach organizations take to balance business sustainability with employee experience decisions will be key to accelerating back.



How do we *navigate the journey ahead* and *deliver on a high performing employee experience in this context*?

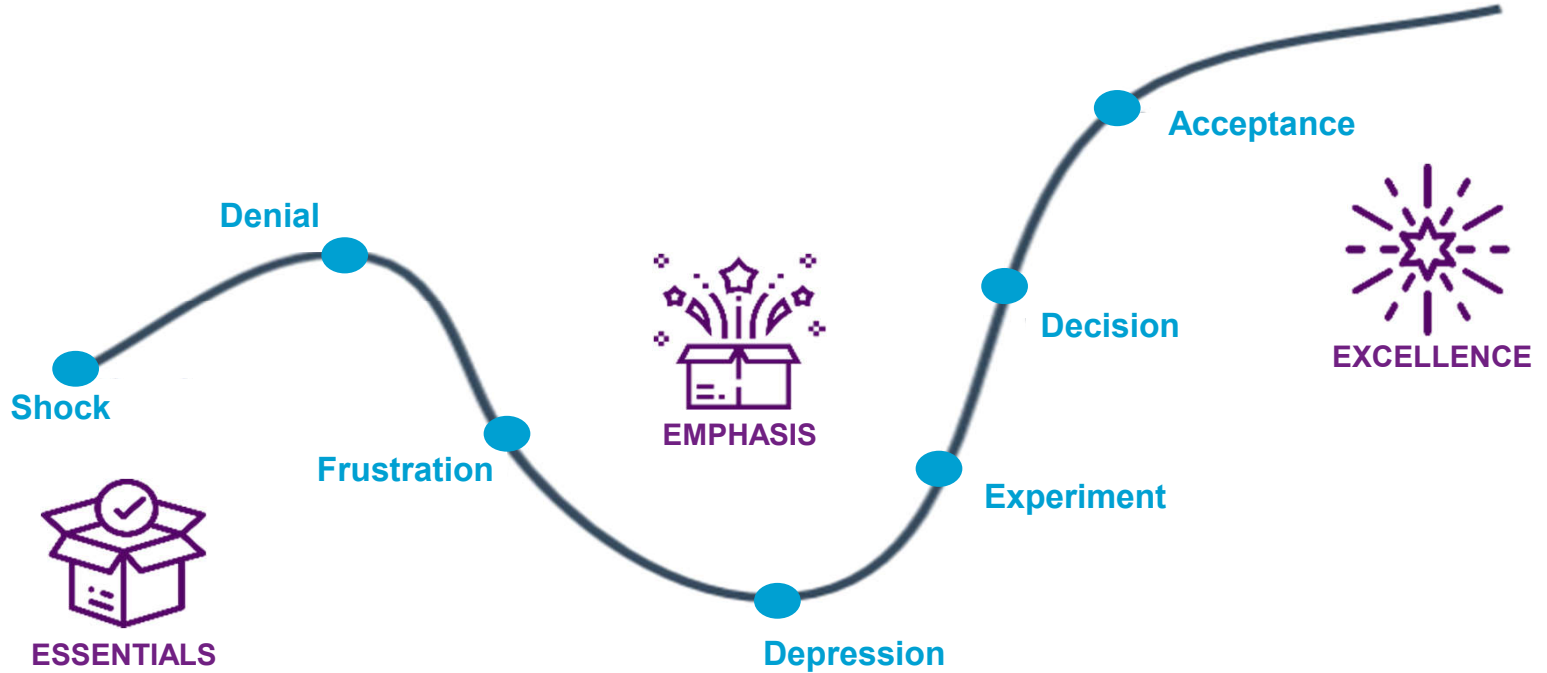
This is a business experience



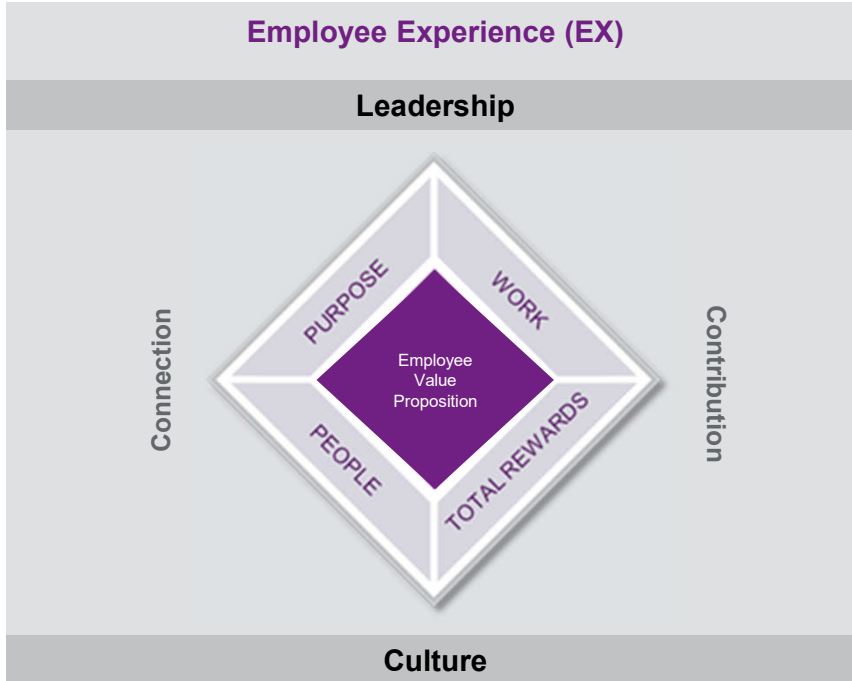
And, it's a human experience



This is a moment of grief, loss and unprecedented change

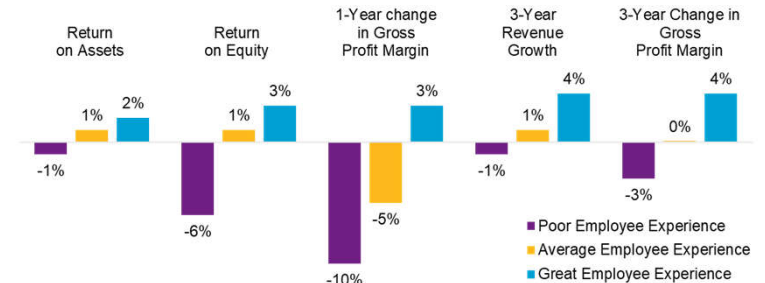


An evidence-based model for Employee Experience



EX is the sum of all the touchpoints and moments that matter between employees and their employer.

It sits at the heart of delivering superior customer experience and outstanding business performance.



“Companies with more effective employee experience outperform their peers for top-line growth, bottom-line profitability and return to shareholders”

*Source: “Identifying the factors that make high-performance employee experience (HPEx)”, Willis Towers Watson, 2019

What a High Performance Employee Experience sounds like through the pandemic...

COVID-19 lens...

 EXCELLENCE	<p>INSPIRATION</p> <p><i>"I am inspired by what our company stands for and my role in shaping our future"</i></p>	<p>DRIVE</p> <p><i>"I'm ready and able to work in new ways to transform our business"</i></p>	<p>GROWTH</p> <p><i>"I know how to grow my career and stay focused on achieving my ambition and potential"</i></p>	<p>TRUST</p> <p><i>"I trust our leaders to use good judgment while living our values and protecting our wellbeing"</i></p>
 EMPHASIS	<p>INCLUSION</p> <p><i>"I feel a deep sense of connection to achieving our mission"</i></p>	<p>VOICE</p> <p><i>"I can openly communicate my views and contribute to solving our business challenges"</i></p>	<p>CAPABILITY</p> <p><i>"I am learning the skills I need to adapt and be resilient during this time"</i></p>	<p>COLLABORATION</p> <p><i>"As colleagues, we have strong regard for each other and our shared experiences"</i></p>
 ESSENTIALS	<p>UNDERSTANDING</p> <p><i>"I understand how my job contributes to our current business priorities"</i></p>	<p>ORGANIZATION</p> <p><i>"I know where to find the information, tools, and resources I need to get the job done"</i></p>	<p>FAIR PAY</p> <p><i>"I have access to the resources and benefits needed to manage my wellbeing"</i></p>	<p>SUPPORT</p> <p><i>My manager understands my current needs for support, and I know where to seek answers when I have concerns"</i></p>
	<p>Purpose</p>	<p>Work</p>	<p>Reward</p>	<p>People</p>

Most organizations have been focused on mastering the Essentials



EXCELLENCE



EMPHASIS



ESSENTIALS

Personalized digital communication platform

connection to achieving our mission

communicating and contributing to our business

Wellbeing resource guide

Immediate Changes to Certain Benefits

- As a direct result of the COVID-19 pandemic, **WELLS** has made the following changes to our benefits:
- We have updated our health plan to include COVID-19 testing and treatment services.
- We are offering the use of COVID-19 testing kits to eligible employees and their families.
- We are offering the use of telemedicine services to eligible employees and their families.
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UNDERSTANDING

"I understand how my job contributes to our current business priorities"

Purpose

ORGANIZATION

"I know where to find the information, tools, and resources I need to get the job done"

Work

FAIR PAY

"I have access to the resources and benefits needed to manage my wellbeing"

Reward

SUPPORT

"My manager understands my current needs for support; I know where to seek answers when I have concerns"

People

As organizations rebound, emphasizing personal agency will be important



INSPIRATION

"I am inspired by what our company stands for and my role in shaping our future"

Pulse Surveys

Virtual Focus Groups

1. Showing you care
2. Leading through crisis
3. Rebounding

DRIVE

"I'm ready and able to work in any way to help our business succeed"

TRUST

"Trust our leaders to use good judgment while living our values and protecting our wellbeing"



<p>INCLUSION</p> <p><i>"I feel a deep sense of connection to achieving our mission"</i></p>	<p>VOICE</p> <p><i>"I can openly communicate my views and contribute to solving our business challenges"</i></p>	<p>CAPABILITY</p> <p><i>"I am learning the skills I need to adapt and be resilient during this time"</i></p>	<p>COLLABORATION</p> <p><i>"As colleagues, we have strong regard for each other and our shared experiences"</i></p>
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Purpose	Work	Reward	People

Putting it all together: Employee Experience Essentials to Excellence



ESSENTIALS



EMPHASIS



EXCELLENCE

WHY TRANSFORM?

Informed
on the transformation

Understanding
from employees on why transforming

Included
in the transformation and feel valued

Aligned
employees around direction of transformation

Inspired and excited
by the future and want to help shape it

Engaged and connected employees
on a compelling vision for the transformation

HOW DO WE TRANSFORM?

One-way direction
from the business

Organized culture
where the work gets done

Two-way listening
that creates some dialogue

Empowered culture
with a delivery mindset

Continuous two-way listening creating voice
that shapes the transformation

Driven and continuous growth culture
with open, change-ready mindset to transform

WHAT'S IN IT FOR ME?

Traditional one-way
(information only) communications to me

Recognized role
within the transformation and rewarded fairly

Multi-channel communications
across different learning styles to me

Accountability
within the transformation & can build further skills

Digital and personalized experience
that creates a consumer-based EX for me

Ambition and potential
can be reached as a result of the transformation

WHAT'S IN IT FOR US?

Support
provided to us by managers

Visible leaders
who figurehead the transformation

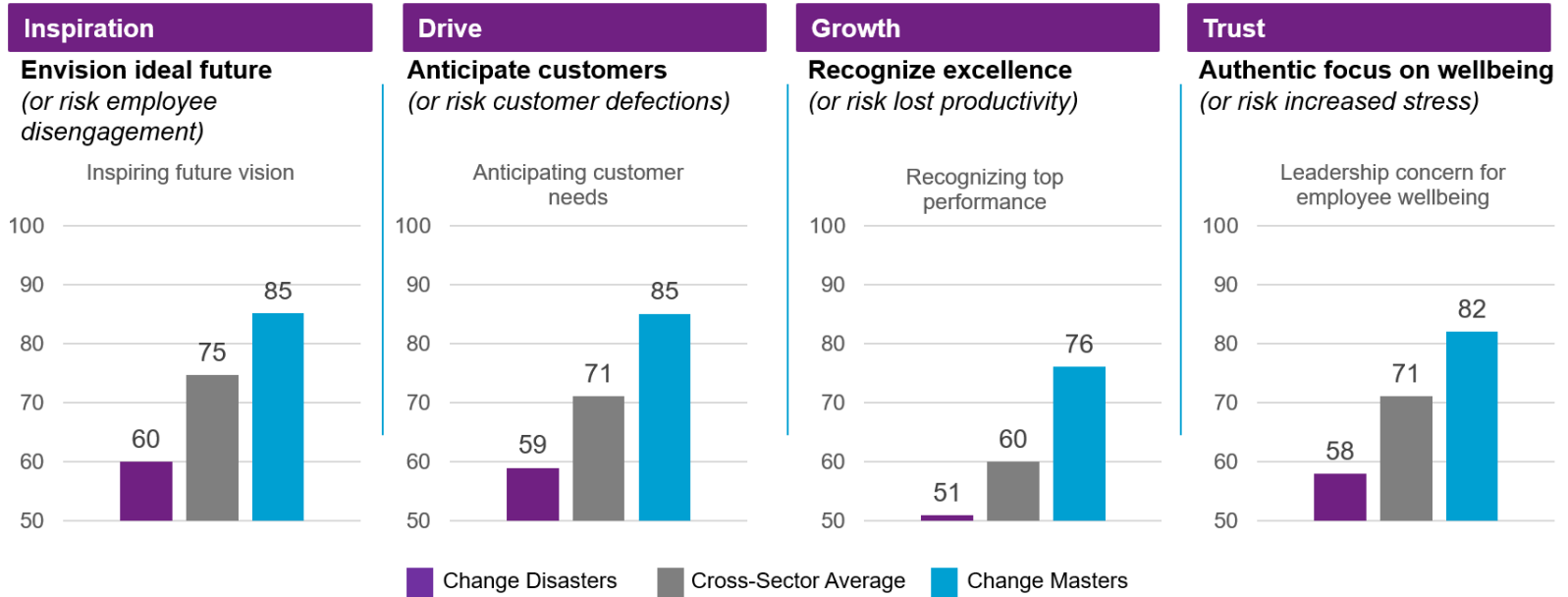
Collaborative environment
created by managers to help us deliver

Role-modelling leaders
who are early adopters

Open and collaborative environment
with effective managers who create togetherness

Trusted leaders
who are highly accessible and effective

'Change masters' excel in top-row HPEX Excellence factors



Source: Willis Towers Watson employee opinion survey norm data. EX in companies classified as 'change masters' vs companies struggling in difficult transitions ('change disasters') and a global, cross-sector average. Numbers are % favorable scores per item.

Implementing change is critical

No matter the type of challenges that leaders are facing, the need to implement change is critical...



Currently in COVID-19...

Crisis Handler

Crisis Handlers react to issues as they arise and decisively deal with crisis situations.

Facilitators

Facilitators respond to the needs of others.

Into the Future to Ensure a Sustainable Reset...

Administrators

Administrators focus on the quality of work while also maintaining high activity levels.

Change Agents

Change Agents seek out change and act to get things done differently.



Top expectations of leaders during COVID-19...

**Be a Crisis
Handler...of
Small & Big
Change**

- Works well under pressure
- Makes quick decisions
- Takes responsibility for big decisions
- Appears calm & collected
- Holds firm views on issues

**Lead by
responding to
the needs of
others &
collaborating
across teams**

- Are considerate and trusting of others
- Understand and accept the impact of COVID-19
- Empathize with the changes people are experiencing
- Listen attentively to the needs of employees
- Work to take a team-oriented view

Top expectations of leaders coming out of COVID-19...

Be Change Agents for People & the Organizations

- Ready to accept change more than most
- Copes well with uncertainty
- Readily accepts new challenges
- Good at making things happen
- Energetic to get things started

Re-Focus on Service & Product Delivery

- Ensure a high level of quality and delivery
- Works at a fast pace and on multiple things
- Well organized and makes plans
- Is reliable and meticulous about delivering to standards

Prepare for the journey forward

Key Stages of Action

There are three distinct phases for organizations and their leaders:



[Download *Global crisis: Human capital road map* from willistowerswatson.com](https://www.willistowerswatson.com)

Questions



Listen to past events:

April 2: Workforce and Business Implications of the Coronavirus

April 7: Health and welfare programs

April 9: Retirement programs

April 14: Work and rewards

[Access past recordings on willistowerswatson.com](https://www.willistowerswatson.com)

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