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

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

1. View this as a defining leadership moment
2. Adopt an agile and continuous learning mindset
3. Understand the perspectives of and engage all stakeholders
4. Focus on employee and company wellbeing
5. 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
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

- Strategic objectives overtaken by business continuity planning
- Layoffs and furloughs
- Shifting expectations for revenue and financial outlook
- Deferred projects
- Deferred hiring & learning
- Reimagined business capabilities
- Accelerated digital platforms to enable new ways of working
- Rewards changes and pay cuts
- Increased benefits spend due to changes and usage
- Adapting to change
- Grasping the significance of the crisis
- Managing a health problem during the crisis
- Supporting colleagues, friends and family
- Feeling anxious about what can’t be controlled
- Reassimilating with the work day
- Balancing parent duties with work duties
- Reconnecting with purpose
- Covering anxiety to protect financial security

... and more

And, it’s a human experience

- Balancing parent duties
- Managing a health problem
- Feeling anxious about what can’t be controlled
- Reconnecting with purpose
- Covering anxiety to protect financial security
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…

<table>
<thead>
<tr>
<th><strong>EXCELLENCE</strong></th>
<th><strong>EMPHASIS</strong></th>
<th><strong>ESSENTIALS</strong></th>
</tr>
</thead>
<tbody>
<tr>
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<td>My manager understands my current needs for support, and I know where to seek answers when I have concerns”</td>
<td><strong>Purpose</strong></td>
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**EMPHASIS**

**ESSENTIALS**

**EXCELLENCE**
Most organizations have been focused on mastering the Essentials

**INSPIRATION**

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

**INCLUSION**

“I feel a deep sense of connection to achieving our mission”

**UNDERSTANDING**

“I understand how my job contributes to our current business priorities”

**DRIVE**

“I’m ready and able to work in new ways to transform our business”

**VOICE**

“I can openly communicate my views and contribute to solving our business challenges”

**ORGANIZATION**

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

**GROWTH**

“I know how to grow my career and stay focused on achieving my ambition and potential”

**CAPABILITY**

“I am learning the skills I need to adapt and be resilient during this time”

**FAIR PAY**

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

**TRUST**

“I trust our leaders to use good judgment while living our values and protecting our wellbeing”

**COLLABORATION**

“As colleagues, we have strong regard for each other and our shared experiences”

**SUPPORT**

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

**EXCELLENCE**

**EMPHASIS**

**ESSENTIALS**

**EXCELLENCE**

**EMPHASIS**

**ESSENTIALS**
As organizations rebound, emphasizing personal agency will be important

Pulse Surveys

Virtual Focus Groups

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

INCLUSION

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INSPIRATION

EXCELLENCE

EMPHASIS

ESSENTIALS

Purpose

Work

Reward

People
## Putting it all together: Employee Experience Essentials to Excellence

### ESSENTIALS

**Why transform?**
- Informed on the transformation
- Understanding from employees on why transforming

**How do we transform?**
- One-way direction from the business
- Organized culture where the work gets done

**What's in it for me?**
- Traditional one-way (information only) communications to me
- Recognized role within the transformation and rewarded fairly

### EMPHASIS

**In the transformation and feel valued**
- Included in the transformation and feel valued
- Aligned employees around direction of transformation

**Two-way listening that creates some dialogue**
- Two-way listening that creates some dialogue

**Multi-channel communications across different learning styles to me**
- Multi-channel communications across different learning styles to me

### EXCELLENCE

**Inspired and excited by the future and want to help shape it**
- Inspired and excited by the future and want to help shape it
- Engaged and connected employees on a compelling vision for the transformation

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

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

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

### ESSENTIALS EMPHASIS EXCELLENCE

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<td>Continuous two-way listening creating voice</td>
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<td>with a delivery mindset</td>
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<td>within the transformation and rewarded fairly</td>
<td>within the transformation &amp; can build further skills</td>
<td>can be reached as a result of the transformation</td>
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<tr>
<td>Support</td>
<td>Collaborative environment</td>
<td>Open and collaborative environment</td>
</tr>
<tr>
<td>provided to us by managers</td>
<td>created by managers to help us deliver</td>
<td>with effective managers who create togetherness</td>
</tr>
<tr>
<td>Visible leaders</td>
<td>Role-modelling leaders</td>
<td>Trusted leaders</td>
</tr>
<tr>
<td>who figurehead the transformation</td>
<td>who are early adopters</td>
<td>who are highly accessible and effective</td>
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</table>
‘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:

1. Managing through the crisis
   Initial reaction and adaptation in key areas, followed by a period of sustaining operations, leading to a continuous cycle of additional reaction, adaptation, and sustaining as more is learned and conditions change

2. Restoring stability
   Resetting and reimagining operations under new assumptions, protocols, focus areas, and pace

3. Operating post-crisis
   Resuming sustainable operations and business model, and redefining what normal means in the new environment

Download Global crisis: Human capital road map from 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.willis.com)

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Deeper Dive into the Employee Experience Implications of COVID-19

Willis Towers Watson Webcast

April 22, 2020