

A woman with long, wavy brown hair is shown in profile on the right side of the frame, looking towards a man in the background. The man is out of focus, wearing a white shirt. The background is a bright, modern office space with large windows. The text is overlaid on a white box with a dark blue border in the upper left quadrant.

**THE FIVE  
FACTORS  
OF A GREAT  
EMPLOYEE  
EXPERIENCE**

Heleen Mes - Gea Peper

# A GREAT EMPLOYEE EXPERIENCE

A new HR era has dawned. More and more organisations are realising that employees can only be at their best if they are really comfortable. If they can control things, if they can achieve something and if they can contribute to a greater cause. Experience has shown that companies that are actively engaged in the happiness of employees are more innovative and successful.

For years, renowned companies have used the so-called customer experience to focus on the customers and thus bind them. The customer journey charts the various stages a customer goes through in their contact with a company and how they rate these stages. In the last few years, an increasing number of companies have started to realise that an optimal customer experience is closely related to an optimal employee experience. Companies that score high on customer experience have one and a half times more enthusiastic employees than companies with a low score. We now know what is the cause of this: improve the employee experience and the customer

experience will increase as a result thereof. Or as Simon Sinek puts it:

**Customers will never love a company until the employees love it first.**

So it's about time to get started with creating a great employee experience. In this book, you will find examples and a helping hand on how to do that. Successively, we will discuss the five paramount factors of the ultimate employee experience: a happy culture, agile leadership, redesign HR processes, technology that will work for you and inspiring workplaces. Furthermore, we will describe the steps you go through in creating a great employee experience, so the employees will answer the question if they would recommend your company to friends and acquaintances whole-heartedly with 'yes'!

We wish you lots of Happiness @ Work!

Heleen Mes and Gea Peper

*'Clients do not come first. Employees come first. If you take care of your employees, they will take care of your clients.'*

*- Richard Branson*

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'The mind can be convinced, but the heart must be won'

- Simon Sinek



*'Employee Experience is an attitude, not a department'*

*-Ben Whitter*

## EMPLOYEE EXPERIENCE, HR'S NEW CHALLENGE

"There will be a major focus shift in HR!", says Jacob Morgan, writer of the book "The Future of Work". Employee Experience, or the experience an employee has in doing his job, is getting an increasingly important role.

### *What is Employee Experience?*

The employee experience is what a (potential) employee experiences in all of their contacts with an organisation. From the employer branding of the organisation and applying for a vacancy, until the moment the employee leaves the organisation and even after that, and all that happens in between at work. This employee experience determines the extent in which an organisation is able to attract talent, letting them be inspired and retaining them. Employee experience is not a department. A great employee experience is created when management, HR, IT, Communications and Facility Management all work together and continuously improve.

### *Why is the Employee Experience important?*

It has long been known: dedicated employees ensure more satisfied and loyal customers and that will result in better cor-

porate performances and better financial results. In short: dedicated employees provide for a strong brand and a healthy company.

The positive link between committed and passionate employees, customer satisfaction and improved corporate performances has been researched and proven many times. The Temkin group model indicates how this works and is partly based on the best seller "The Service Profit Chain – How Leading Companies Link Profit and Growth to Loyalty, Satisfaction and Value" by Heskett, Sasser & Schlesinger.

### *What will a great Employee Experience generate?*

Companies with a passionate staff and a good working environment perform nearly five times better financially than organisation that don't have these aspects in order. This emerged from research of international research and consultancy firm Hay Group among one million employees worldwide. Other results from this research:

#### **1. Higher revenue growth**

The revenue growth in companies with the most committed employees is two and a

half times as high as that in companies with employees with the lowest commitment. The revenue growth is even four and a half times higher in companies that score best on both commitment and working conditions.

## 2. Higher customer satisfaction

Companies with highly committed employees score 22% higher on customer satisfaction than companies with less committed staff. Companies that aim for both commitment and working environment see a 54% increase in customer satisfaction.

## 3. Higher effectiveness and productivity

Organisations with committed employees are at least 47% more effective than their competitors. Organisations with committed employees are 43% more productive.

## 4. Less staff turnover

The staff turnover of companies with a higher degree of employee commitment is 40% lower than in companies with low commitment. Companies that aim for both commitment and working conditions have reduced their staff turnover with 54%. The chance that committed employees leave is 87% smaller. (Source: klantgerichtondernemen.blogspot.nl)

## Any room for improvement?

Despite all these insights and benefits, most companies still don't aim for employee experience. IDC's 2015 Experiences Survey-work showed that over 80% of the companies do actively ask for and listen to their custo-

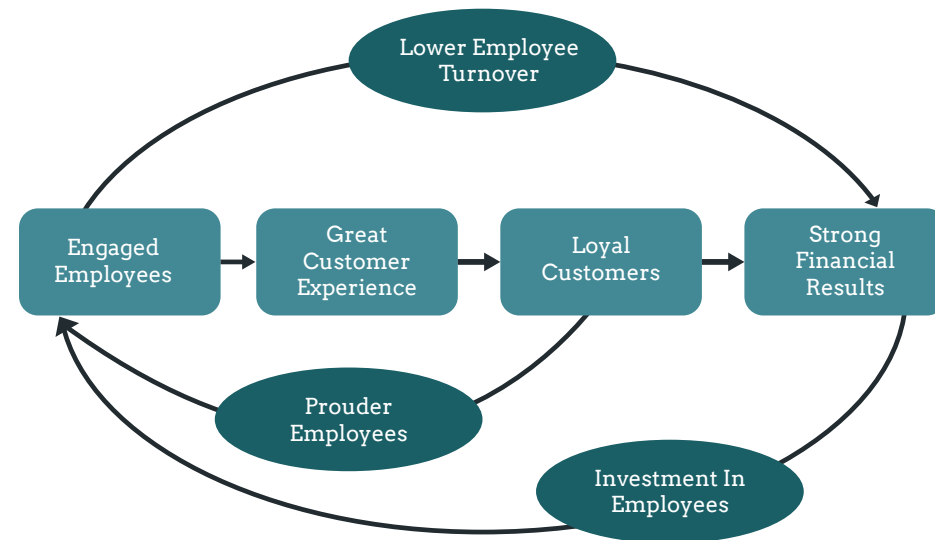
mers' experience and act upon this, while only 30% of the companies do the same with regard to their employees. Furthermore, US companies spend a staggering 1,000 billion dollars on understanding and reacting to their customers' behaviour and a mere 750 million dollars (that is 1,000 times less!) to do the same with regard to their employees.

In the Netherlands, there is plenty of room for improvement of the employee experience, as is shown in the 2016 report *Werkbeleving in Nederland 2016* (Work Perception in the Netherlands) by Integron:

Just 13% of the working population in the Netherlands feels their employer gets the most of them:

- In 2015, this percentage was one point higher;
- Only 14% would recommend their own employer;
- 50% says the organisational and work perception aspects are subject to improvement.


# EMPLOYEE EXPERIENCE VIRTUOUS CYCLE



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## *Make your employees happier than those of your competitors*

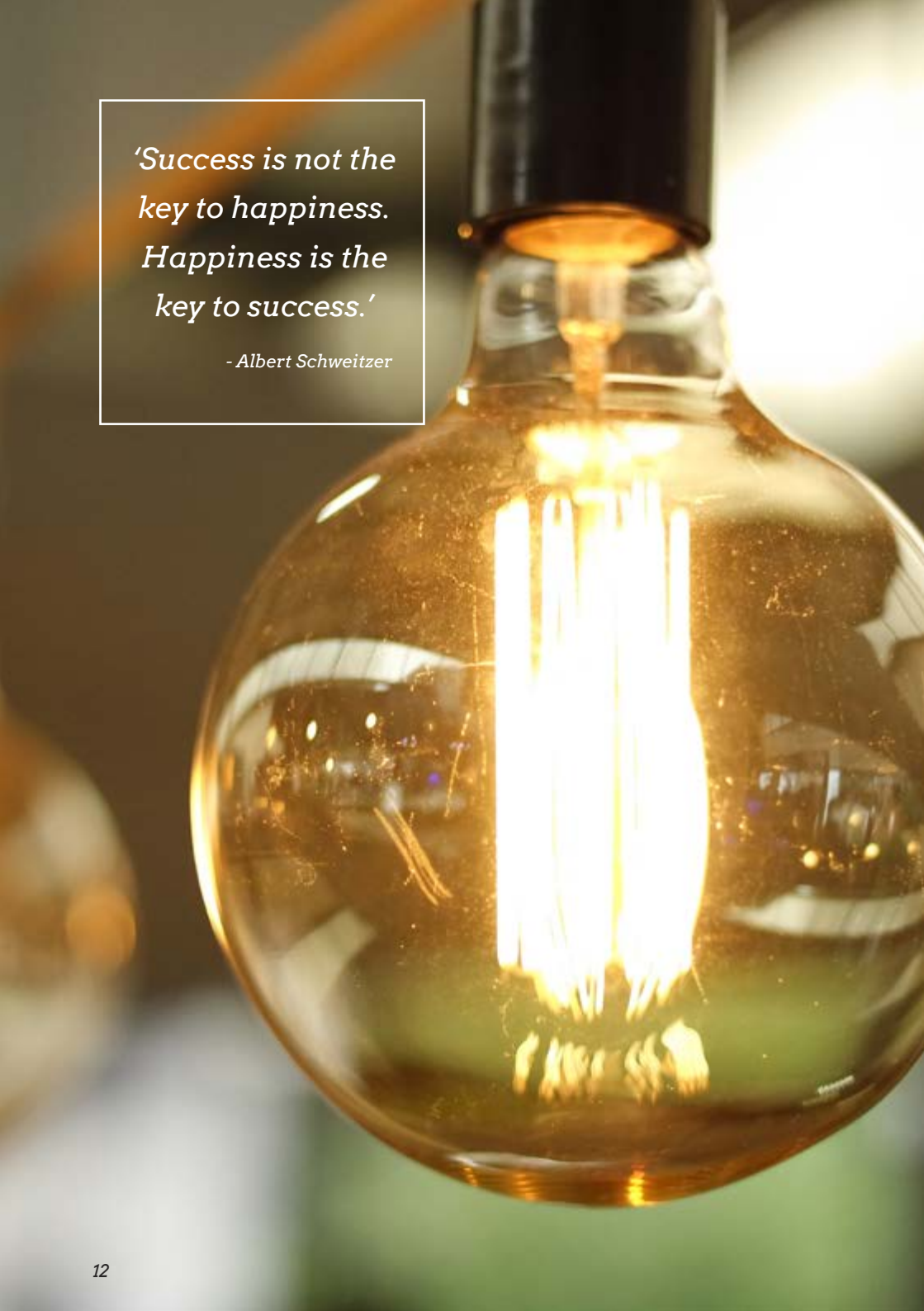
Duco Sickinghe, CEO of Telenet and Manager of the Year 2011 in Belgium, told Dutch newspaper *Volkskrant*: "You must ensure that your employees are happier than those of your competitors. Then you will win. I for one am truly convinced that the employees of our call centres are happier today than those of our competitors and, therefore, can engage in a more pleasant conversation with our customers. The most important thing is that employees should not give answers they can't agree with as a person. You should feel that we do the right thing as a person. I deeply believe that financial outcome results from these kinds of things". Source: klantgerichtondernemen.blogspot.nl



*'Be the reason  
someone smiles  
today'*

# Factor 1

## A happy culture



*'Success is not the  
key to happiness.  
Happiness is the  
key to success.'*

*- Albert Schweitzer*

## A HIGHER PURPOSE TO WORK FOR

### *The bigger picture*

People like to contribute to 'the bigger picture'. That gives meaning to their work. The right thing to do for organisations is to communicate the positive impact the organisation has on society and to put employees in contact with the final results of their work. So take the administrative employees to the client and the end product and show them why they get up in the morning. Develop a reminder for your employees to remember the contribution of the company and tell it on a regular basis. Look for anecdotes in your company on the impact your organisation has had. Don't anonymise these stories. Tell with pride that a certain employee has contributed to making the world a better place.

So, is value to the society reserved to organisations with a social task? No, not at all! Each organisation has its social value. According to research (PWC, 2016), nearly 80 per cent of managers claim that meaning is crucial for the success and survival of the organisation. But only 34 per cent say that it is the guideline by which decisions in the organisation are usually made. Even fewer can express the mission properly.

So take a closer look at your mission. Does it describe the 'why' of your organisation? Does it speak to your heart? Do you mind coming out of bed in the morning for this? Does it reveal the heart of your organisation? Is it distinctive? Has it been formulated clear, short and inspiring?

### *Een sociale missie*

When given a choice, two-thirds of consumers prefer a company with a social mission (press release ABN AMRO, 2016). More than half are willing to pay extra. The number of companies that commit to a more just society and the number of social innovations are rising rapidly. Social goals and a healthy profit don't exclude each other. Making money and a professional approach to purpose organisations are considered crucial for continuity and efficiency: you can distribute dividend to your shareholders, but only after the social goals have been met and the money has been earned in an honest way.



## LIVING THE BRAND

Many organisations use a slogan or pay-off in advertising. However, you don't build a strong brand by advertising. If your slogan is used as a compass for your internal organisation, it will get real meaning. In his book "Living the brand", Nicholas Ind writes that organisations will flourish when the brand has relevance and true meaning to the employees.

The best way to develop a brand that is relevant to customers is to ensure that the employees understand and believe the meaning of the brand. If an employee can identify with it, the brand may affect their inner drive and motivation. Internal branding is based on the conviction that an organisation is the same on the inside as the image you convey externally.

### *Really connect to your brand*

Coolblue's slogan is 'anything for a smile'. Not just for the customers, but for the employees as well. The Coolblue meeting rooms range from a ball crawl to a jungle shack. The latest virtual reality glasses are demonstrated by the grannies of the employees. Each year, Coolblue has a successful Saint Nicholas initiative and an April Fools' Day joke that is widely shared on social media.

Lush, a European retail chain that makes natural cosmetics, lets its retail staff use all new products for free and provides products for practical training. "We would like our retail staff to tell from experience and product training about our products and recommend them", according to the company on its website. That is why Lush employees talk like evangelists about the products and they even post their own Lush reviews on YouTube. By letting employees use the products for free and by encouraging a personal relationship with the products they sell, companies can cultivate such enthusiasm - and that is beneficial for both morale and turnover.

What is your organisation's slogan? What is your customer promise and what are your brand equities? What does your organisation stand by? How can you make your own employees be ambassadors of your products and services? Have a brainstorming session on what that means for your internal organisation and HR policy. How do you give substance to that in the way you work together, on internal activities and employment conditions?




# *Living the brand bij Rituals*

In 2015, Irene Vernie, HR director of the Rituals cosmetics brand, won the election for best HR top executive in the Netherlands. According to the jury, Vernie has managed to really give substance to her company's slogan in her human resources policy. 'At Rituals, we try to transform daily routine into rituals. You can do the dishes like many other people do, or you can buy a lovely scented detergent, wash your hands afterwards with hand soap and put on a lotion. This way, you can turn a tedious chore into a feel-good moment. We deliberately choose not to sell soap, but a moment of luxury which gives you a good feeling.'

That attention is completely intertwined with the HR policy. 'There are moments that may be routine to us, but which we as a department might want to turn into a ritual. Let me give an example to illustrate that. When people apply with us, they always receive a personal reply by e-mail. Whether they will be invited or not, there is someone who has read their letter and gives a tailor-made motivated response. Next, in their old school mailbox, they will receive a small present - one of our products - to thank them for their interest in our company.'

When they reach the next step in the recruitment process and are invited, we give them two products in a little bag, whether they get the job or not: one for themselves and one to give away.' At first glance, that seems like a hassle, but it is a conscious choice, says Vernie. 'We get so many thank-yous from applicants: people who are surprised to get a personal response, while they usually hear nothing at all.'

The return on investment is that we get loads of positive energy back! However, it is broader than that. I believe that when you feel connected to a brand and its raison d'être, you will work more productively and happily. Engaged people want to shift up a gear. If you walk the talk, you will see it contributes to the organisation's development.' From: P&O actueel-jan/feb 2016



*'It's not about  
what's written on  
the walls, but what's  
happening in the  
halls'*



## House of Performance

Each week, there is a (crowded) Friday afternoon get-together at House of Performance. During this get-together, first of all, all guests are welcomed (everyone can invite a 'plus-one'; that may be clients or friends and family members) and these guests are invited to introduce themselves. Next come the regular topics: people (birthdays: singing and a personal gift), particulars about people, great moments, successes and sales. As a special feature, there is the sharing of so-called 'fuck-ups'. These are errors that are shared and which colleagues may learn from. Those are followed by "have a great weekend!" and the get-together lasts as long as there are employees present.

(Best Practices Guide Great Place to Work 2016)

## CELEBRATING SUCCESSES AND MAKING MISTAKES IS ALLOWED!

Highlight achieved milestones, (completed) projects and compliments from customers. Celebrate your successes together. Make a party of it! Positive interactions fuel more growth and better team performances. These may also be mundane results. The workplace is often busy, but that doesn't mean there isn't any time for fun and for appreciating the smaller things in life.

a genuine tune. Everyone in the office will come together. The focus is on information sharing that appeals to or concerns everyone: the latest news, special achievements, introduction rounds of new employees and substantive issues. Usually, the Daily ends with the lunch special of that day!

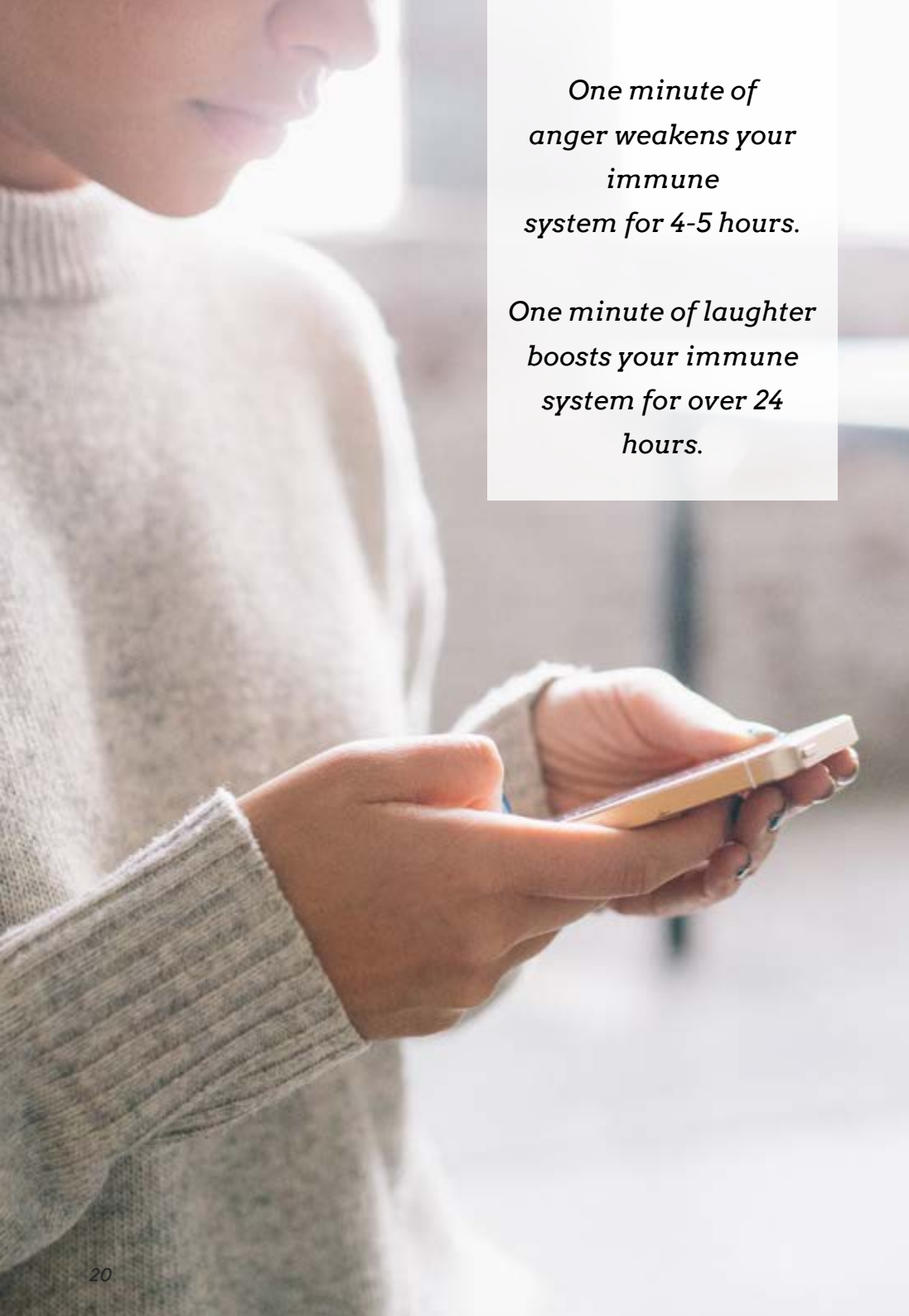
### *Failure is an option*

In many companies, it is customary for the sales department to celebrate each closed deal. At Newpeople (recruitment agency), a gong is sounded each time a search has been successful. That person will get a warm applause from his colleagues. You can also introduce this on other departments: for a successful release or the drawing up of a financial report. Expressing appreciation will always produce happy faces.

There is no guarantee for success when innovating. 'If you fail, fail fast' is a well-known expression in Silicon Valley. Learning in organisations also requires room for trial and error. New things simply don't happen by themselves, sometimes you have setbacks. How do you raise this matter if something has gone wrong? Do you reprimand your people? Then you can be sure they won't stick their necks out again. Bad news will no longer be shared, which causes people to muddle along with the problems. You'd rather project that making mistakes is normal. That it is an opportunity to learn and improve.

### *Soapbox sessions*

So how do you proceed? Identify the concrete contribution of your employees. Make it a regular part of a daily stand-up, team discussions or an organisation-wide soapbox session. Each day at 10.10am, Guidion has the Daily, introduced with

A person wearing a white sweater is shown from the chest up, looking down at a smartphone held in both hands. The background is a blurred indoor setting with natural light.

*One minute of  
anger weakens your  
immune  
system for 4-5 hours.*

*One minute of laughter  
boosts your immune  
system for over 24  
hours.*

## BUSINESS

A feeling of getting nothing done. Hurrying from one obligation to the next. Being distracted all the time. Poor sleep. A constant feeling of agitation and irritation. According to TNO (Netherlands Organisation for Applied Scientific Research), one million Dutch people suffer from work-related stress and burn-out symptoms. 36 per cent of work-related absenteeism is caused by work-related stress. Research among 90,000 employees by Arbo Unie, a Dutch health and safety service provider (2016), shows that stress is only increasing. In 2012, 17 per cent was in the danger zone or worse, but in 2015 that had increased to nearly 22 per cent. Another remarkable thing is that the younger generation seems to have more stress than the older generation. 17 per cent of the employees between 25 and 35 suffer from burn-out symptoms, 32 per cent of people in their thirties don't feel rested after a night's sleep, and 10 per cent report not or hardly being able to relax. Of the twenty-somethings, 18 per cent say they should slow down, and of the thirty-somethings it is 26 per cent.

The Nationale Enquête Arbeidsomstandigheden (National Survey Working

Conditions), conducted by TNO and CBS (Statistics Netherlands) in 2016 shows that especially employees with high pressure at work who receive little support from their supervisor have a greater risk of a burn-out. 45 per cent experiences stress symptoms versus 18 per cent of employees who do experience this support.

Managers and employees should raise the alarm sooner. Employees who work long days in turbo mode, who can't break free from work and don't use their holidays send out signals that need to be discussed rather than appreciated. In the end, this rarely leads to anything good.

### *The opposite of 'busy' is 'focus'*

In general, labour experts' advice to counteract stress comes down to a few rules: make clear-cut choices in your activities, completely concentrate on what you are doing and make sure there is enough time for recovery. In his bestseller 'Busy', labour psychologist Tony Crabbe too advises to determine each day what has priority in life and work and to focus on that. "The opposite of 'busy' isn't 'leisure time'. Even if we are not

working, we jump back and forth between family obligations, social media and digital consumption”, he writes. “No, the opposite of ‘busy’ is ‘focus’: deep involvement in activities that are most important to us and not always going along with distraction. It isn’t about doing as much as possible in one day, but stay focused on the tasks that make a difference.” The satisfaction alone that arises from such a flow is a medicine against stress, according to Crabbe.

### *Fika*

They found a solution in Sweden: fika is the name for the ‘compulsory’ coffee break with your colleagues to relax and chat for a

moment (NRC - Dutch national newspaper, 2016). It is a scientific fact that it boosts your productivity and lowers your stress levels. And the advance of the six-hour work day has led to a reduction of stress and absenteeism and happier and more productive employees in Sweden. However, it proves to be too expensive to continue if employees keep earning the same as in an eight-hour work day.

## *From busyness to impact*

According to Crabbe, ‘busyness’ is not only bad for your health, relationships and happiness, but also for your career. At the beginning of a career, it helps to push yourself in order to stand out, but a few steps higher on the career ladder everybody works hard. Then, working even more hours or an even higher production is not enough, according to the industrial psychologist.

At that level, it is all about ‘impact’: the development of new ideas, new products, new services that distinguish the organisation from its competition. It requires a different attitude.

### **Create concentration**

Focus on your intention and not on your time. Tony Crabbe: “I talk to too many people who say: ‘I am running from meeting to meeting, I haven’t had a single moment this week to reflect!’ And they are proud of it. Well, you can’t perform in a knowledge economy if you haven’t got the time to think, so manage your attention. Focus, switch off your e-mail notifications, put away your mobile.”

### **Divide your time into large chunks**

“Take at least an hour or two for a job, don’t use smaller units. This way, your brain doesn’t have to switch each time. Cluster

similar activities such as answering e-mails or voice mails.”

### **Dare to do nothing**

“Try to resist filling every waking minute with something. There is no generation of people that spend so little time just with their brains as this one. Innovation and creativity are rooted in empty moments. My best insights come to me when I am wandering around an airport or just drive for a bit.”

### **Develop a morning routine**

“Don’t put your mobile next to your bed (use an alarm clock), have breakfast with your beloved or children and keep your wits about you. Start your work day with your most difficult, most important job. Don’t check your e-mail or voice mails until you have worked at least half an hour or an hour on that job. That will prevent the organisational uber-communication to suck your brain dry from the moment you get up.”

### **Don’t do it all**

“Just focus on making relevant decisions. There are plenty of good ideas. But if you do it all, you will achieve nothing. Think further than that: what is its relevance for me as a person, or as an organisation?”  
(NRC, 26 September 2015)



# Factor 2

## Agile leadership

*'The world is  
changed by your  
example, not by  
your opinion.'*

*- Paulo Coelho*





## ACCESSIBLE AND INSPIRING MANAGEMENT

Once, organisations started with an enthusiastic founder. With growth and the passing of the years, often the spirit of a young company vanishes. Many executives leave their ivory tower only once every six months, to give a speech in the canteen about the core values, results and annual goals of the organisation. But that is not the way to inspire employees. An inspiring board mingles with their people, talks to them, and continuously conveys where the organisation stands for and want to go to. So the employees can make their own decisions within that framework.

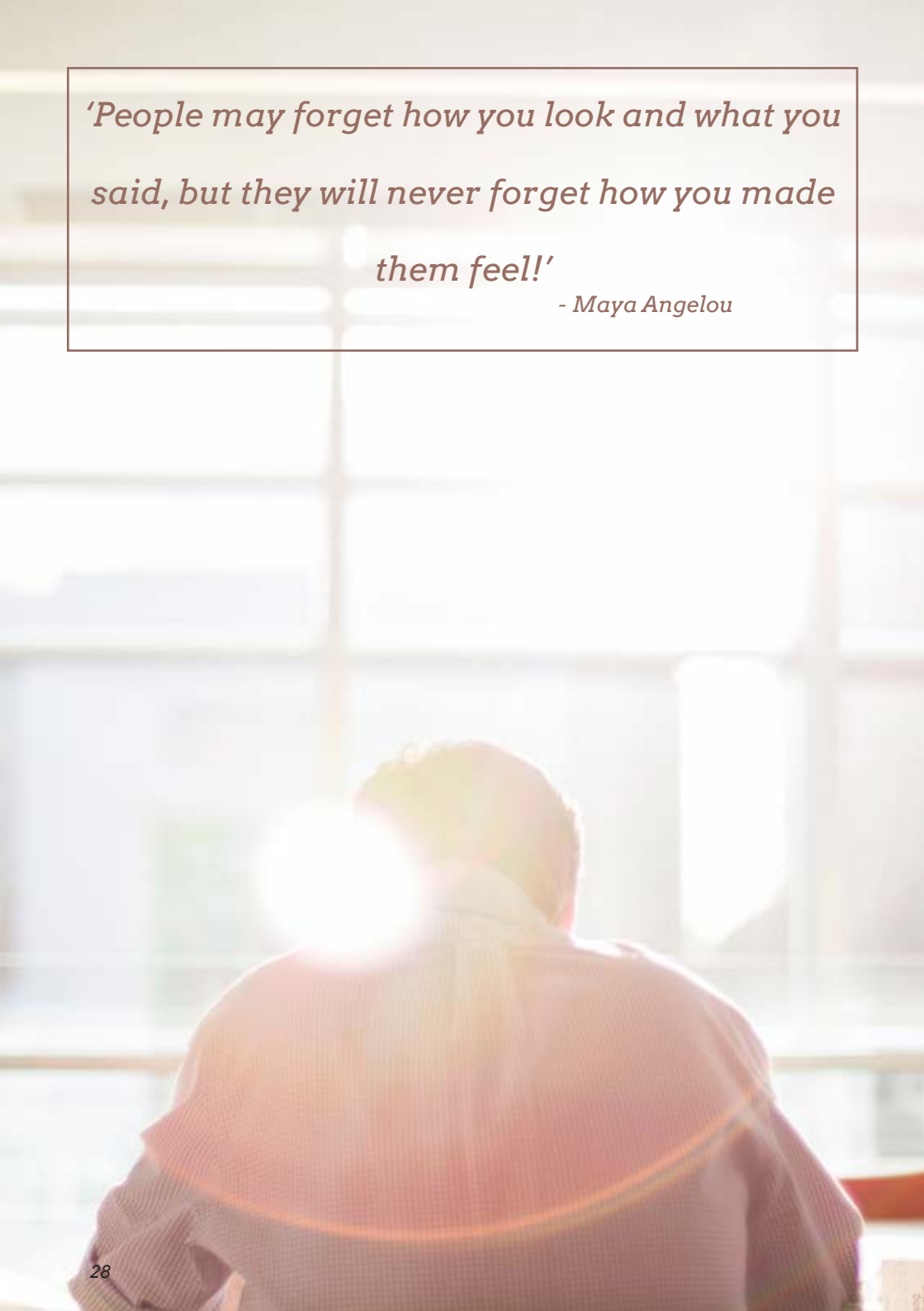
### *Director in the work place*

A company that has understood this well is vanHaren Schoenen ( Shoe retailers). 'It's one of the few retail chains that are profitable and is growing. For the most part, director Krein Bons is to thank. Bons is always knocking on the door of the more than 230 shops in the Netherlands and England. Half of his week consists of store visits: "We drink a cup of coffee together and I talk to each employee. I ask how their studies are going, if everything is alright at home and so on. I'm not saying I know everyone personally, but still quite a number of employees.' Bons also works in

the workplace for two full days each year. 'That is very tiring. Usually, I am exhausted at 5 pm. When I sigh, the employees laugh. Because they realise that I understand they have to work that hard each day.' (Jolein de Rooij, [intermediar.nl](http://intermediar.nl))

In his blog '10 simple things the CEO can do to create a happy workplace', Alexander Kjerulf, founder of Woohoo inc., gives tips for CEO's, such as:

- 1.** Invite a group of employees each month to have lunch together. Provide an informal setting and allow them to ask any question they like. Openly discuss their concerns or criticism on the organisation.
- 2.** Surprise your employees with a personal action. The CEO of Medis, Finland, decided to bake pancakes for everyone who had a craving and had the most fun himself.
- 3.** Have a monthly breakfast meeting for all employees in which a team or employees are honoured.
- 4.** Welcome all new employees and discuss the company's mission, vision and values with them.
- 5.** Leave your office and have a chat with colleagues.



*'People may forget how you look and what you said, but they will never forget how you made them feel!'*  
- Maya Angelou

## **BUSINESS TRANSPARENCY**

Organisations that attach great importance to employee experience, share much information with their employees. For instance on turnover, profitability and customer satisfaction. We call that Open Book Management. With open accounts, employees immediately see what they contribute and where the company stands.

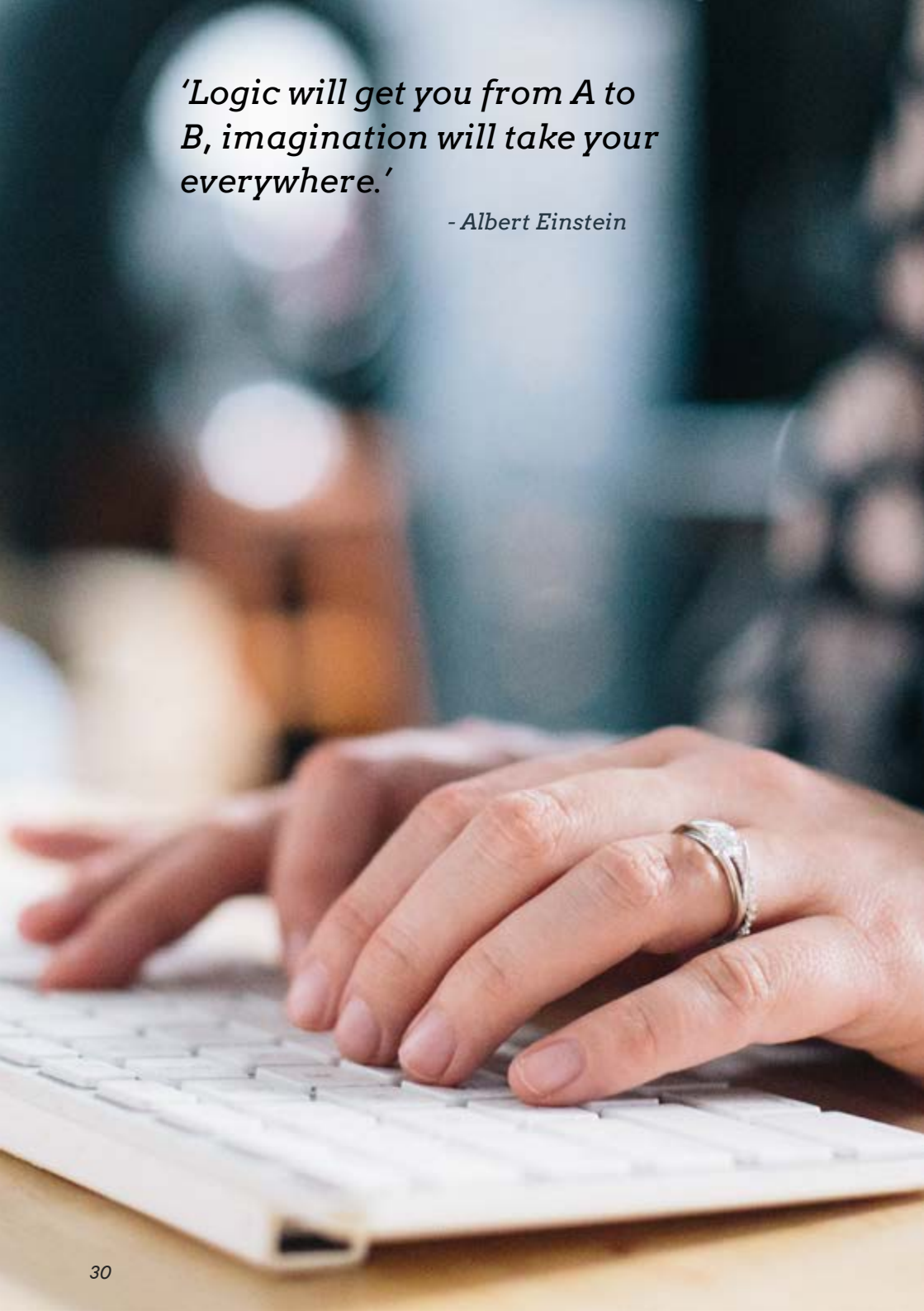
The financial figures are presented in a comprehensible manner and the employees receive training on the information shared as part of the introduction programme. The idea is that everyone actively shares their thoughts on targets and feels responsible for those. Then, employees will make greater efforts to improve the organisation. In the United States, Southwest Airlines and motorcycle manufacturer Harley-Davidson, among others, use Open Book Management.

### *Dashboard*

In the Netherlands, for instance Buurtzorg and Newpeople are transparent of their company results towards their employees. The organisational dashboard can be consulted in real-time in a manner in which each employee can understand it. Employees will

be challenged to think about how the targets might be achieved. It becomes their own objective and not their CEO's. That gives spirit. If there is no judgement culture, departments that do well will support the departments that lag behind. Thus helping each other achieve the results together.

*'Instead of applying unnecessary pressures on employees, try to rekindle their passion for their work'*



*'Logic will get you from A to B, imagination will take your everywhere.'*

*- Albert Einstein*

## **INNOVATION: ASK YOUR EMPLOYEES**

Innovation is high on the agenda of Dutch companies, institutions and governments. In 2015, we spent over 13.6 billion euros on that. According to CBS, that is 3 per cent more than in the previous year. 62 per cent of the SME professionals indicate that their organisation would not exist in ten years' time if it weren't for successful innovations.

### *Brimming with ideas*

Many companies separate 'thinking' from 'doing'. Thinking is placed at staff departments and innovation at the R&D department. Only when deploying an innovation, the rest of the company is involved. That will not do justice to the organisation and employees. You don't want to use just the innovative power of the R&D and marketing departments, but those of the warehouse, accounting, reception and logistics as well. It is all about permanently discovering opportunities in your work, together with all your colleagues. Research (RSM and Panteia/EIM, 2013) shows that in the top sectors, 77 per cent of the innovative success is determined by social innovation. The employees are often packed with ideas on how to do the work smarter, improve the product and increase the customer focus. As an organisation, you

can use those. Additionally, employees feel they are taken seriously, because you ask for their opinion. This immediately translates into a greater feeling of commitment with the organisation. And because the ideas come from the employees themselves, many changes will be accepted more easily. The employees' experience is crucial for an innovative culture. They have to experience that ideas are taken up, that creativity is valued and that cross-fertilisation is possible. So give employees room to take a look behind the scenes so cross-fertilisation can happen.

*'You can perfect your processes forevermore. But you can also design them so that people get excited to use them.'*

*Owen Schaffer*



# THE BIGGER PICTURE

## 12 tips to enlarge innovation within organisations

(Jeff Gaspersz, professor of innovation management):

- Innovation should first of all have visible support from the top of the organisation.
- The management should be prepared to invest heavily and take risks: innovative success is difficult to predict.
- Organise programmes to make employees more attentive to innovation, stimulate them and organise feedback.
- Clarify the organisation's mission so that the innovation targets are clear for everyone.
- Create an environment in which employees feel free to come up with ideas and avoid a judgement culture.
- Set up a 'war room' that is visible for all, a room in which employees can meet each other, exchange ideas and get inspired to further develop plans.
- Provide a horizontal organisation with as little hierarchy as possible.
- Create an employers' image that attracts the right talents and experts for the innovation targets.
- Assemble innovation teams with a mix of technical, business and marketing members of staff.
- Set up innovation teams in which the various competencies (boldness, inventiveness, accuracy, leadership and so on) are properly balanced.
- Clear the innovation teams full-time as much as possible to work on new ideas.
- Invest in realisation clout: assign specialists who work out and test promising ideas for practical applications.



# Factor 3

## Redesign HR

A futuristic, curved hallway with a person walking in the distance. The hallway is illuminated with a soft, blue and purple glow, creating a sense of depth and perspective. The ceiling is curved and features recessed lighting. The walls are also curved and have a metallic or reflective finish. The floor is dark and polished, reflecting the light from the ceiling and walls. The overall atmosphere is clean, modern, and high-tech.

'We need to start to move beyond the concept of employee engagement to a focus on the entire employee experience'

- Josh Bersin



*'Your culture is  
your brand'*

*- Tony Hsieh*

## CULTURE ALS AN EMPLOYER BRAND

The companies that are currently ranking high on favourite employers, did not reach that rank by pushing their message. They win because they are doing something particularly well in their organisation, product or HR policy. They are that good that the target group and the market are talking about it. They create impact and, therefore, appeal.

Your organisation's culture is more and more visible to the outside world. With listings such as Best Employers, Great Place to Work and Most Inspiring Organisations. On review sites such as Glassdoor, Jobsome and Indeed, (ex)employees tell everything anonymously about their employer. A potential candidate knows where to be or where not to be.

### *How great is your company?*

'Work at' sites like to show how great the company is or which mega turnovers the company has generated. You'd rather answer the question: what's in it for your candidate? Because a potential new employee would like to know first and foremost: what's it like to work at your company (company

culture), how can they add value and which career opportunities are there? Therefore, you should tell them about your goal as an organisation. If your company is truly this great, then let it show from the value you offer and not from turnover and profit. Unfortunately, only 30% of the vacancies tell the 'WHY' of the organisation, its raison d'être (PWC, 2016). For instance, what is the Net Promoter Score (NPS)\* of your company? And your score on employee satisfaction? Tell in which innovation you invest to improve products and services even further. Tell about your core values and how you give them substance. And rather not the most commonly used core values: customer focus, cooperation and sustainability. But core values that really suit your organisation, with behaviour in words that are unique to your organisation.

\* To determine the Net Promoter Score, the respondent is asked "How likely is it for you to recommend organisation X to a friend/colleague/business relation?" The respondents answer on a scale from 0 to 10. The NPS is calculated by subtracting the percentage of respondents who scored a 6 or lower from the percentage of respondents with a 9 or 10.

### *Hire for attitude, train for skills*

A good CV and relevant training are a nice starting point, but often they are no more than that. It doesn't tell you anything about the drives, talents and qualities of the candidate. Yet, that determines the success in a position to a very large extent.

It's not a coincidence that a company such as Google doesn't attach much value to diplomas any longer. A diploma says

relatively little about the available talent or perseverance. The emphasis in the selection of agile talent in the near future will no longer be just on the things you have mastered, but on the ability to comprehend and resolve the questions and dilemmas of tomorrow.

## Hunkemöller:

### 'Our staff turnover plummets thanks to video recruitment'

By deploying video recruitment, among other things, the staff turnover in the Hunkemöller stores has dropped from 75 to about 55 per cent in just over a year. Suzanne Bisschop, Global Recruitment & Talent Manager at Hunkemöller, identified five stages in the new 'employee journey': from the entire recruitment process until the onboarding for the official start of the job, from the introductory period until the continuous development and finally the stage of the 'true brand ambassador'. To find people who can go through that journey, it was decided not to recruit on CVs anymore. 'We say: 'hire for attitude, train for skills. We look for people who have a match with our values.'

In the new recruitment process, a demand-driven video interview was introduced. 'So, selection on personality', says Bisschop. And fully automated. First, we make a pre-selection, based on a couple of strict requirements. Are you willing to work Saturdays, are you prepared to wear black in our shops? If you pass those, you will get a green light and you will receive an invi-

te. If you click that, our CEO will ask you a few questions by video about who you are, not about what you can do. What inspires you? What makes you the perfect match with our company? Candidates who record a video but are later rejected will hear that in a 'personal' video from the CEO and they will receive a 5-euro discount voucher. A real hit, says Bisschop. 'I keep getting mails from people saying: what a fantastic rejection. I really advise anyone to do something that shows you appreciate the effort people make to apply at your company.'

The new experience doesn't end with the selection process. Bisschop also talks about the HKM Welcome App, that ensures that new employees are 'confident, prepared, proud, informed & excited' before they start working. 'This way we use the time between hiring and start much more effectively than we used to. That goes like clockwork.' Interview on [werk-en.nl](http://werk-en.nl)

## No Jerk Policy

Have you ever had to work with a jerk for a colleague or boss? A recent American survey among 250 professionals showed that this was true in the last five years for 83%. In 2007, Robert Sutton, a professor at Stanford University, wrote the book "The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't".

It immediately became Best Business Book of the Year. In the following years, several companies, including Google and Connectria Hosting, adopted their 'No Jerks Allowed' policy. A huge ego? No manners? Not willing to cooperate? Not with us!



## *Is your recruitment in order for the ultimate EX? 10 x check*

- ✓ An attractive 'work at' site: mobile-friendly, informative, user-friendly and visually appealing.
- ✓ Colleagues tell on the recruiting site why they continue to work for the organisation.
- ✓ Recruiting on social media on which your target group is active.
- ✓ Provide information by phone on the vacancy, the organisation and the procedure.
- ✓ Your digital application form is as simple as possible. You know how many per cent of the applicants give up during completing the application form.
- ✓ All steps in the application process are clear to the candidate.
- ✓ You deal with the application procedure smoothly within the time frame specified to the candidate.
- ✓ You ask candidates for feedback on the entire selection procedure (i.e. also the ones who have been rejected)
- ✓ You reject candidates properly and personally.
- ✓ You manage the quality and effectiveness of the recruitment process, not just the costs.

## *Matching DNA*

According to a Monsterboard research (2016), 65 % of the companies say they lack the time to draft a proper recruitment text. They rather spend time on a recruitment process that is like an indiscriminate hail of bullets fired at the labour market than aiming for the right potential candidates.

In selection as well, hasty choices are made: just to have someone for the vacancy. Organisations that take employee experience seriously, acknowledge the value of determining the cultural fit in advance. The specific situation of the company, diversity and team composition are also taken into account. Rather more effort and time in the front lines of your selection process than discover a misfit afterwards.

The cultural fit on each other's DNA goes beyond checking whether the choice of clothing fits the organisation and whether the type of person is a copy of the current employees. The latter leads to superficial screening or rather hiring more of the same. A research of the American Leadership IQ among more than 20,000 people showed that, in case of bad hires, only 11 per cent involved a lack of technical skills. If people left within 18 months, that was because of a misfit with the or-

ganisation in nearly 90 per cent of the cases. Applicants at Eneco have to work through three automated tests before they are hired. Everything for the perfect fit. The tests are aimed at the 4 Cs as Eneco calls them: Culture, Competencies, Communication style and Capabilities. 'It's all about the personal, emotional, social and intellectual skills of a person', says recruitment manager Christy Hekkema at the Recruitment Tech Event 2016. We really wanted to raise the quality. And, after two years, I can definitely say it has worked.'

Dominic Price, Head of R & D at Atlassian, a large Australian software company, claims: 'You should not recruit people who fit a particular culture, it is rather the other way around. Culture is the result of the people you hire, together they form the culture. And culture is also the result of your values.'

## *A proper process*

A nicely drawn up vacancy is one thing, but the entire process has to check out; the new generation of employees are critical. Research shows that 1 in 10 candidates avoid a company and often an entire sector based on one bad application experience. Processes are often too long and too complicated with faulty or lacking feedback. Therefore, ensure that the application process is a reflection of your organisation's culture. Then, the applicant knows immediately what they can expect.

## *Selection for the perfect fit:*

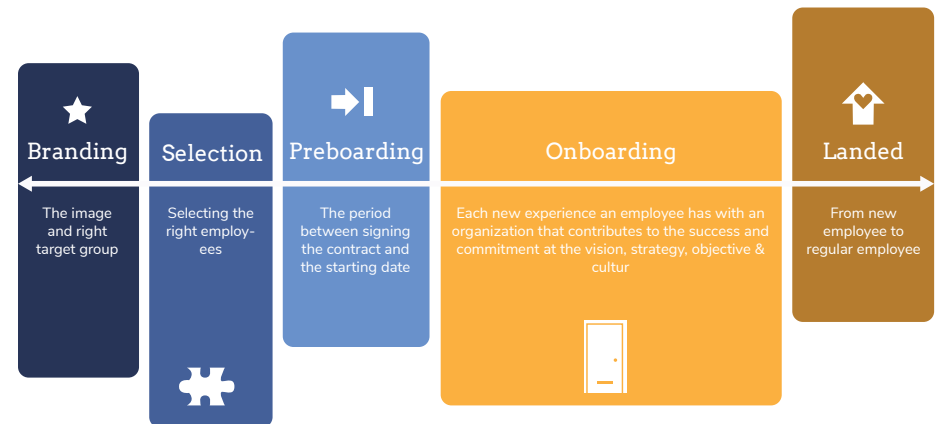
- A quiz on the 'work at' site for the 'are we a match' check
- Spending a day on the job as part of the selection procedure
- Giving a presentation for your future colleagues
- An interview on your DNA
- Playing a serious game
- Speed dating with your future colleague

*'Experience is especially valuable if the future looks the same as the past'*



## ONBOARDING: A GOOD START

Onboarding involves each experience a new employee gains in an organisation, from reading the vacancy to integrating into the organisation. That experience is paramount for the ultimate employee experience. Surely, it determines whether candidates want to work for your organisation or not and want to commit. There is still a lot to be done. 65 per cent of people who start a new job are looking for another job within 91 days, according to Indeed (2016).



Model van Fan Factory

### *Preboarding: keep the fire burning*

Imagine... you are happy. After an intensive selection procedure you turned out to be the best candidate and your contract is in the pocket. The week prior to your starting date you receive a greeting card: your new employer welcomes you to the club and he hopes you will have a running start. How very thoughtful! You are also invited to download the Fan app on your mobile. You open the app and you can read about the dream and the core values of the organization. The CEO welcomes you in a personal vlog and challenges you to get the best possible result from yourself and your work. Then, you activate the 5-minute training 'Welcome at' on your app that prepares you for your first work day and everything that is to come (Erik Bemelmans, FanFactory from "Onboarding: stairway to heaven!").

## *RocketMill Digital Marketing*

At RocketMill Digital Marketing, each newcomer is welcomed at the door by a guard of honour of colleagues who are clapping their hands and giving high-fives. The manager tells in a loud and attracting voice why the newcomer has been chosen and the newcomer tells why he has chosen RocketMill for an employer. Check YouTube for inspiration.

In practice unfortunately, few employers don't keep in touch in the period between the signing of the contract and the first working day. During the application process, you have seduced each other and created mutual expectations. It would be nice to keep the fire burning: a card with your contract ("Glad to have you on board as our new colleague!"), flowers, the company socks, an invite to a cup of coffee or to take part in a scheduled team training. At Voys, a telecommunications company, you will be sent the Voys culture book in advance, so you can prepare properly.

### *The first day: turn it into a party*

How often do you start a new job? How often do you get a new colleague? Surely not every day. So you should make it a special occasion. The first day is usually all about an access card, completing forms, setting up the computer and a quick introduction. The figures are as plain as day: over a quarter of the people who start a new job are disappointed in the way they were welcomed (Fan Factory, 2016).

In that first period, their discontent is mainly about:

- Lack of clarity of what is expected of you.
- Ineffective training.
- Not being accepted by colleagues.
- Lack of appreciation and attention.

(Bamboo HR, 2014)

'Especially in rapidly growing companies, the integration of new employees in the company culture falls by the wayside', says Paul Wolfe, SVP HR at Indeed. 'In particular attracting new employees is time-consuming, that is why especially managers can hardly find the time to integrate employees properly in the organisation. It is however important to think beyond the short term. It's no use letting the recruitment department spend time on recruiting staff if the existing employees are walking away.'

All that new colleagues need is the feeling that the red carpet has been rolled out and a warm welcome. The tone has been set for a good cooperation and the new colleague will

get the biggest confirmation you can think of: this employer is the best! The newcomer feels welcome and appreciated for who they are.

Best practices to welcome the newcomer:

Picked up at home by a colleague on the first day.

- A welcome card from your colleagues.
- A breakfast or lunch session with your team.
- Flowers on your desk and the company shirt as a present.
- A buddy to mentor you.
- An extensive introduction programme.
- A newcomers' get-together, also for your family and friends.
- Accompanying a colleague to customers, even if you don't have a sales job.
- A DNA workshop
- An extensive introduction programme.
- A visit to (CSR) organisations that are sponsored by your company.

### *Really land into the organisation*


Truly onboarding is a process that takes about six to nine months. That is the amount of time it takes for an employee to really land and feel like an 'insider'. And that is where a solid profit is to be found. Effective onboarding makes sure that the employee is able to build a network faster, has a better understanding of what is expected of him and how the dots are connected. It makes a newcomer feel committed and proud of the organisation, it accelerates a good performance and prevents premature drop-outs.

## *Sysmex' Happy Check*

Each year, Sysmex (a company for lab equipment) organises a 'Happy Check'. Every new colleague from the past year is invited for an inspiring day in an informal setting. On the one hand, the aim to get further acquainted with Sysmex and its people. Among other things, this is done by a presentation by the Managing Director and the HR department.

Furthermore, there is speed dating and various games that allow new employees to give feedback on their first year. On the other hand, they look forward towards the future by allowing the new employees to be 'manager for 1 day'. Afterwards, they present the outcome of their brainstorming session on what they would like to tackle and possibly improve. This action plan is input for the management meeting and the Great Place to Work® action plan. The new colleagues are always very enthusiastic about this day, even to the extent that there is a healthy envy with the other colleagues. That is why the next Sysmex speed date will be organised for 135 people.

Source: [Greatplacetowork.nl](http://Greatplacetowork.nl)



*'Tell me how you will  
assess me and I tell  
you how I will be-  
have'*

*- Eli Goldratt*

## THE NEW METHOD OF PERFORMANCE APPRAISAL

In an increasing number of organisations, the old method of annual performance appraisals is in decline. Four out of five employees would like to see the traditional method changed; 20% of them would like to have the performance appraisal disappear altogether (FD - a Dutch national financial paper, 17 December 2016). The approach whereby once a year in a one-way conversation you are told mainly what has gone wrong is outdated: too expensive, too time-consuming and demotivating for both the employees and executives.

Instead, there will be result agreements which the employees themselves can derive from the organisational and departmental objectives and which are matched to their own talents and passions. The manager or colleagues coach them and together the challenges are determined. The employee is in the lead of a monthly progress evaluation.

### ***Continuous dialogue and own responsibility***

The focus in the new performance appraisal is more and more on developing talents and passions, a continuous dialogue between

manager and employee and more responsibility for the employee in the dialogue cycle. Dialogues with feedforward: positively expressed criticism and advice for the future. That is to say, you lay down in advance which behaviour you expect from the other person, specified to a task or situation in the (near) future. That puts the focus on how someone will do in the future and not how he did in the past.

The new approach to performance appraisal requires input from colleagues and (internal) client, instead of unilaterally by the manager. It requires an environment in which employees feel responsibility for their own development and the targets to be achieved and in which they produce evidence for these results themselves. The employees draw up an appraisal portfolio in support of the appraisal. You can think of solid key numbers, 360-degree feedback, (internal) client feedback and evaluations, but also videos proving the performance.



### *Examples of the new method of performance appraisal*

At Buurtzorg, teams decide for themselves when and how they have progress dialogues. Two team members have progress dialogues with another team member and then they switch places. As long as every team member has had his turn.

At Effactory, each employee asks seven colleagues to appraise him or her. This way, each year, the members of each team are appraised in three separate cycles. These cycles revolve around three questions:

- What is the employee's added value to the organisation?
- What can be improved by the employee?
- How does the employee score on the three key aspects added value, cooperation and personal development?

## *This works too!*

Parktheater Eindhoven felt the need to break the pattern of the existing performance reviews and develop a new method of appraisal. People wanted to work more on their own development and growth. This led to the employees developing and shaping the Go Grown Game in 2013.

### *The Go Grow Game*

Getting the best of you and others through dialogue is the aim of the Go Grow Game. Growth is the key issue. It involves all kinds of growth. Up, deeper, sideways, but also letting others grow. As long as it is about the personal development of the employee.

Engaging in dialogue is the basis of everything. The conversations improve the dialogue between employee and manager. The choice for a game was deliberate. That way, everything may be discussed openly in a playful manner. The game helps to take the steps together towards working better, more pleasantly and more enjoyably. Each employee performs best if he:

- has sufficient knowledge and expertise.
- feels good about himself.
- can follow and share his passion.
- knows which meaningful step to take next.

As the dialogue improves, more concrete agreements can be made with regard to the development of the employee on the next four areas:

**Know:** refers to what the employee knows and can do, knowledge, experience, skills, qualifications, courses and special qualities;

**Flow:** refers to what the employee does, how he does that and how well he feels. But also, if there is (still) enough challenge, if there isn't too much stress and in which situation the employee works pleasantly so that time seems to fly;

**Glow:** refers to what the employee projects, where his passion is, what he gets excited about and how he projects that to his surroundings. And, how he shares his passion and enthusiasm with others;

**Grow:** refers to the desire of the employee to move and what he feels is important for his own future development. Where does he want to go to, what is the vision for the future, what else can he learn and on what area does he want to grow?

Meanwhile, the game has been played for several years satisfactorily in performance appraisals and reviews. It may also be played at any given moment in between. Employees and managers at Parktheater Eindhoven like to see themselves 'grow'. The game is an ideal method of showing at any given moment where you are as far as skills,

knowledge and performance are concerned and it may also be used to see how you act within your team. The game ensures that an appraisal is something that you do together and stimulates growth and development in their broadest sense. By working on the personal development of employees, the feeling of satisfaction increases and job happiness is encouraged.

Would you like more information on the Go Grow Game, please send an e-mail to [gea@happinessbureau.nl](mailto:gea@happinessbureau.nl).





*'If you hire people just because they can do a job, they'll work for your money. But if you hire people who believe what you believe, they'll work for you with blood and sweat and tears'*

*- Simon Sinek*

## **SALARY AND EMPLOYEE RECOGNITION**

Can money buy happiness? Partly yes, as we now know. Up to twice a middle-income, the feeling of happiness grows. After that, it stops.

In the very rich, the feeling of happiness seems to decline again. Research of the Postcodeloterij (a Dutch lottery, 2016) among winners of over 1 million euros shows that 51% continued to work the same number of hours. Only 2% stopped working altogether. 74% indicated that the feeling of happiness had not increased after striking it rich.

### ***Fair reward***

How about salary? Salary as well doesn't make employees happier. Satisfied at the most. But salary that is experienced as unfair or unjust does make people feel unhappy. For instance, because it is inexplicably lower than that of direct colleagues or for similar work in the sector. A European Stepstone research (2016) among 21,000 respondents showed that for 28% the height of the salary was a reason to look for another job.

In organisations such as Semco, Finext and

Incentro, employees determine their own salary. To be able to do so, they are given insight in the salaries of colleagues, the salaries in the sector and how the company is doing financially and what it is expecting for the future. Because everyone is partly responsible for the total result, people think much more in terms of the team, say people at Finext. 'It's pointless to do the utmost at the expense of the company or your colleagues.'

### ***How about the bonuses?***

There is no evidence that bonus systems ensure a better performance in the long run. We do however have enough examples of organisations in which evaluation based on financial KPIs has had disastrous consequences. Think for instance of the American bank Wells Fargo. In September 2016, it came to light that the bank had fired 5,300 employees who had committed fraud pressured by their targets.


The bank had to pay 185 million in fines and another 5 million to duped customers. Companies that value employee experience often focus on profit sharing and/or team

bonuses. They do this because this type of rewarding fits their values best ('we do it together'), not because they assume that employees will be motivated more by money.

### ***Appreciation***

A reward in the form of personal attention, showing appreciation and a compliment ranks much higher than money. Rather paying on the nail than waiting for the end of the year. And this is not just restricted

to the manager, especially colleagues may highlight each other. Think for instance of the 'employee of the month' who is hailed on social media, sending a nice card to a colleague and a departmental award for the most collegiate contribution of the week.



*'There's no magic formula for great company culture. The key is just to treat your staff how you would like to be treated'.*

*- Richard Branson*

### ***The most enjoyable labour conditions***

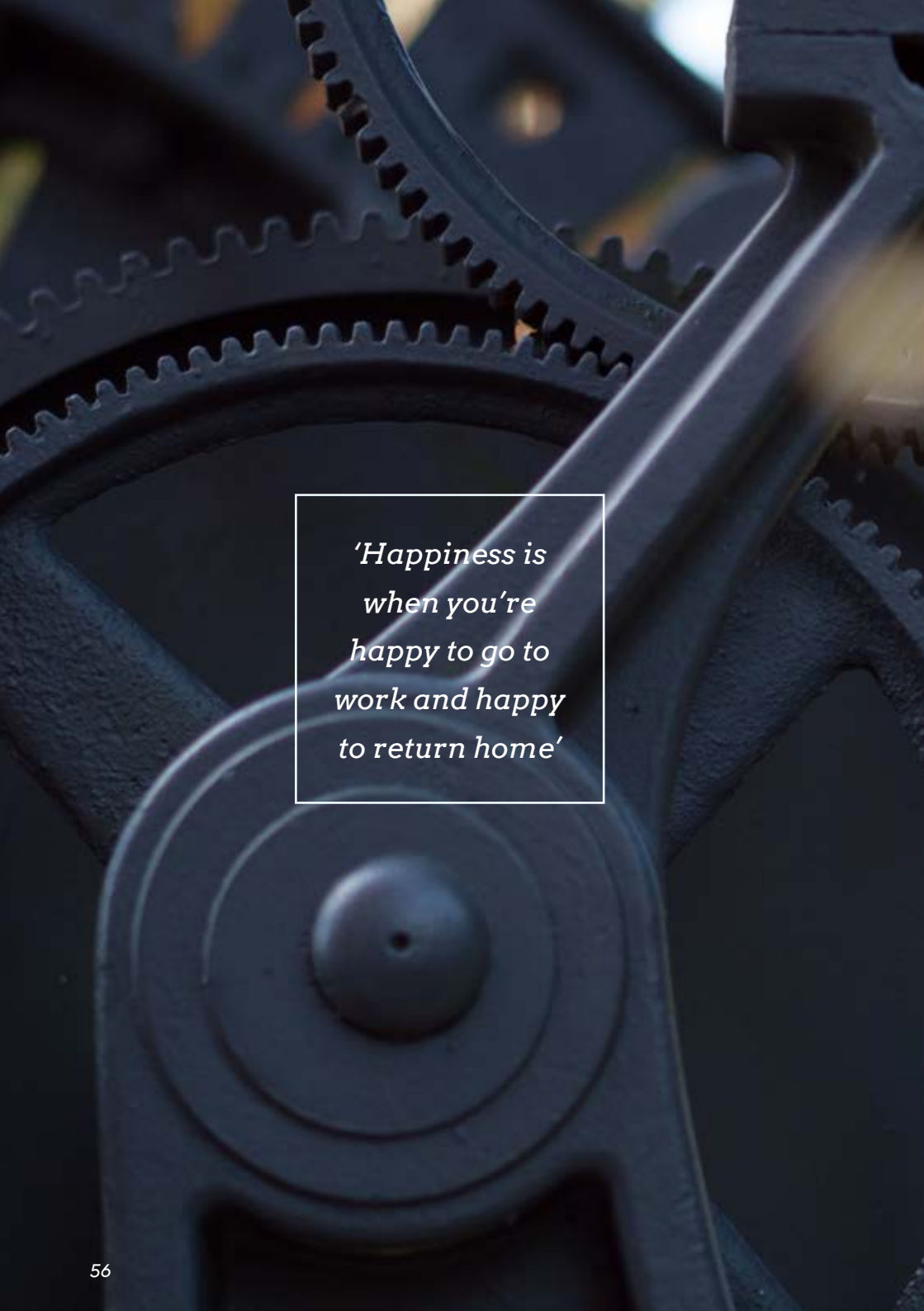
- Mandatory not-having-lunch-behind-your-desk
- Delicious coffee and tea
- A Pink Elephant Award for exceptional collegiate behaviour
- Growing your own vegetables and herbs on the roof
- A contest for the sandwich of the week
- A team bonus for a team weekend break
- Everyone an annual happy day
- Extra money for 20 days of good sleep
- Mindfulness training
- Unlimited chocolate (Tony's Chocolonely)

A close-up photograph of a mechanical assembly, likely a vehicle's suspension or steering system. The image shows a braided metal hose connected to a metal bracket. The background is dark and out of focus, highlighting the intricate details of the metal parts, including bolts, nuts, and a circular component with a ribbed edge.

# Factor 4

Technology that  
will work for you

*'Don't make it  
perfect, make it  
unforgettable'*



*'Happiness is  
when you're  
happy to go to  
work and happy  
to return home'*

## EFFICIENT TECHNOLOGY FOR YOUR WORK

### *Efficient technology for your work*

According to Jacob Morgan, international keynote speaker on Employee Experience, the employee experience consists of three parts: the experienced culture, the work environment itself and the technology you work with. Technology such as the technical (ICT) tools and social media needed to do the job, are of great importance to the ultimate employee experience. Think for instance of good apps, software, tools for efficient cooperation, e-learning, tutorials, gamifications, self-service modules, video conferencing and 'choose your own devices'. Prognostic (HR) analytics that come from the systems with ease enhance insights and contribute to efficient and pleasant work. The level of ICT in an organisation increasingly contributes to the perception of work pressure. Malfunctioning systems, tortuous workarounds and non-linked systems lead to heavy stress. For young employees, ICT is an important factor whether or not to opt for an organisation.

### *The convenience of technology*

In private, people use various apps and tools to ask for information or to arrange for things. That makes various actions obsolete or simpler. On the job, that development often has not been implemented and

the employee takes a step back. At home they can claim their dentist bill with a photo via an app, but at work they often have to attach their receipts to a completed form. And thanks to the cloud, they can check their bank balance anytime and anywhere, but they can't check their leave entitlement with their mobile, sitting at home on the couch. That can be better and not just for HR affairs. Check your own organisation: what do you work with? Your private affairs have probably been arranged for better.

### *Technology is not a status symbol*

In some organisations, technical tools such as smart phones, laptops and iPads are reserved to management positions. This turns tools into status symbols instead of a means to do your job. Don't impose tools, do not reserve them for hierarchical levels and have the employee indicate what he needs to do his job properly.

### *Too much time for inefficiency*

Professionals in Europe spend almost an entire day (6.8 hours) a week on administrative tasks, such as completing forms, printing documents and ensuring that documents are signed (Adobe, 2016). It slows down the organisation's growth, limits its productivity and wastes resources. The survey

included one thousand Dutch professionals. It shows that ineffective administrative tasks have led to the cancellation of a contract by a customer in over half of the Dutch people. A staggering 64 per cent of the Europeans work overtime or during weekends (49 per cent) due to those inefficient administrative tasks. 52 per cent of the Dutch people indicated they would rather have spent that lost time with their loved ones.

### *Digital natives*

Millennials are digital natives. They film their holiday with a GoPro, track their sporting performance with an Apple Watch and send plenty of Snaps to their friends. Friends are kept in the loop through Twitter. Millennials expect that the way they work at home is also available in the workplace. Having to work with ageing processes or updates is a source of irritation. Refusing to link the own device (Bring Your Own Device), not being allowed to work with certain apps or not being able to play short films on the intranet: they have absolutely no sympathy for that. As an organisation, you run the risk of people coming up with all sorts of detours in order to use their favourite devices and systems, leading to all kinds of risks.

Technology enables working independently from place and time. There is less reason to come to the office, since you have brought your work with you. Whether a company facilitates that is an important consideration in choosing an employer. If you wish to stay interesting as an employer for the younger generations, you have to go along. Think for instance of offering social media platforms for internal cooperation, apps that also work on smart phones, tutorials instead of text and digital learning on demand.





*'If you go for something, there's a chance of losing. If you don't go, you have already lost.'*

*- Barack Obama*

# **Factor 5**

## Inspiring workplaces



*'Without great environments even great ideas are useless'*

*- Simon Sinek*

## YOUR OFFICE AS A SOURCE OF INSPIRATION

Stark industrial sites and unimaginative office designs don't make people very happy. The employee experience is also about the inspiration that workplaces can bring. A table tennis table in a central spot? It's a start, but first take a look at the entire work experience in and around your office building.

### ***Less stress with trees***

Researchers from the University of Illinois and the University of Hong Kong carried out a stress test among 160 participants. The participants first had to prepare a speech for a jury. That's enough reason the let the stress soar. At the height of the stress, the participants were shown 360 degree videos of townscapes with various tree and leaf densities. The group participants who had seen the largest share of trees with leaves reported the largest stress reduction. From this, the researchers concluded that walking in the park and looking at trees, even it is just wall covering, is good for your mental health. So it would be nice if there are trees around the office building.

### ***Headquarters that match your branding***

Wherever your headquarters are and how they look are also part of your values and branding. Because how can your brand be 'fun' if your headquarters are completely

uninspiring? G-Stars headquarters, at the Amsterdam ring road, are just as raw as the untreated denim the fashion brand has positioned itself with from the start. Nike has made its HQ into a museum at the same time. There you can see the waffle iron Bill Bowerman used to make the first famous Nike soles and the van he used to sell the shoes. During lunch hour you can go for a stroll in a marvellous Japanese garden, especially designed to honour the Iwei family, production partner from the start. And, of course, throughout the entire building, athletes are honoured as well. Each of the 44 buildings on campus has been named after a legendary Nike athlete, such as Michael Jordan, Cristiano Ronaldo and Tiger Woods. In particular for the latter, his favourite hole has been recreated in the campus garden, the 18th of Pebble Beach. (Hubert van Wensen on Marketingonline.nl)

***Your office design as a business card***  
Proud of your products? Incorporate them



into your furniture. Is your company in the music business? Then incorporate guitars, pianos and musical notes into the office design. Are you in waste processing? Make cabinets out of waste timber. Is sustainable entrepreneurship one of your core values? That it would be strange if you used lots of plastic and drive petrol-guzzling lease cars. Then let sustainability be the criterion for everything. This way you strengthen your organisation's image.

### **Office design**

Flexible office spaces, office landscapes, Smart Working? Standing or cycling behind your desk? It's all possible, there is no 'one size fits all'. Make employees happy by offering them a choice: fitting them and the task they have to perform that day. Some people go stark raving mad from the noise pollution from office landscapes. Others feel lonely in a design like a battery cage, as the one that is commonplace in the USA. Melbourne harbours the 'healthiest office building in the world'. Employees are free to choose where and how to work. They can choose from 26 different 'work settings', ranging from quiet rooms to balconies with WiFi to places where they can work standing or in the grass. There is also much attention to light that follows biorhythms.

### **Colour & inspiration**

White painted walls and a neutral coloured carpeted floor do not inspire. Sparkling colours however influence your mood and energy. Opt for colours on the walls and

in the interior. The brainstorming meeting room? Opt for orange. The room for coaching? Choose green. No budget for the painter? Simply make it a team activity!

To many employees, meetings are time-consuming, boring and frustrating. Short, daily stand up meetings are becoming more and more common. But some issues, however, require more time. At Coolblue, each meeting room has its own creative theme and is not necessarily equipped with a table and chairs. That makes meetings a little bit more fun.

Or how about a compliment wall on which you can hang thank-you notes from customers, greeting cards from colleagues or funny photographs?

### **The central meeting spot**

The area around the coffee machine is getting a central meeting spot. No stray seat or bar table, with some weak coffee in a plastic cup. Rather an inviting pub atmosphere with real baristas. Yes! Delft, the hub for start-ups, opted deliberately for one central coffee machine with long tables around it, making it the place to meet each other. Just bring your colleague coffee in a playful coffee cup with a compliment or positive message printed on it! ([www.cupbliss.nl](http://www.cupbliss.nl))

### **Create your own library**

Whether you use an entire room or just put down a book case, a 'library' is a nice addition to an office. Fill it with books that collea-

gues have read, for business or for pleasure. Lending and returning.

### **Exercising**

Exercising on the job is beneficial to your health. Fantastic if there would be a fitness centre at work, but a lot is possible as well without one. You can stimulate exercise by placing the copier or dustbins farther away. By organising lunch walks and setting out packed lunches near the exit. Taking the stairs is more fun when the stairwell is more attractive. Not going through heavy fire doors first to a resounding, deserted stairwell. But one with something to see or to hear. Together with the Rotterdam Public Transport organisation, the municipality of Rotterdam made a piano staircase at Rotterdam Central Station. The steps contain sensors that emit a tone when you step on them. The steps were also given the colours of piano keys. The musical stairs were seen first in Stockholm. 66 per cent of travellers took the stairs more often than the escalator or lift. An inspiration for employers!

Grow your own plants and vegetables  
Is there a rooftop terrace or an office garden? Great! Then grow your own strawberries, tomatoes or herbs. Growing your own plants and vegetables is relaxing.

### **Playing is allowed**

The game room is gaining popularity: from table tennis or billiards to an interactive game floor. And why not a slide instead of stairs. Or a hopscotch on the way to the front door? Simply incorporate funny elements in the interior. You're allowed to have fun.

### **Don't forget the lift**

Use the lift as a source of inspiration at work too. For instance with inspiring alternating sayings, a wall of fame or by playing the latest summer hits. Or by putting up pictures of the latest event.



# GETTING STARTED



## GETTING STARTED WITH EMPLOYEE EXPERIENCE

### *Measuring where you are with eNPS*

The eNPS (Employee Net Promoter Score) is a simple way of measuring your employees' enthusiasm for the organisation. You ask all your colleagues: how likely is it for you to recommend your employer to acquaintances? The answer they can give is on a scale from 0 (very unlikely) to 10 (very likely). The eNPS is calculated by deducting the percentage of 0-6 scores from the percentage of 9-10 scores. The result is displayed as an absolute number between -100 and 100. According to the report *Werkbeleving in Nederland 2016* (Work Perception in the Netherlands) by Integron, only 14 % will recommend his own employer. The top scorers among the employers reached an eNPS of 58%.

The next question to the employees:

- Score 0-6: Can you explain why you would probably not recommend your employer to acquaintances?
- Score 7-8: What must the employer do to score a 9 or 10?
- Score 9-10: Can you explain the main reasons for you to recommend your employer?

Did you have to go through the answers by hand for an analysis and summary 'in the

old days', now you have software to do that for you, such as Workometry. The outcome provides a list of priorities the organisation can use to get started. Are you looking for a tool for this? Growpromoter is a Feedback solution that uses eNPS, among others.

### *Employee Mood survey*

It's a growing trend to use Employee Mood surveys: mobile, with a frequency of one week or one month and a limited number of questions. This way it's easier to keep a finger on the pulse than with the usual employment satisfaction surveys that are held once a year or every two years. There is a number of platforms or apps that provide real-time information, such as 2Daysmood, Emotome and HappyWeWork.

Together with Schouten en Nelissen, Happinessbureau developed the Happitest (in Dutch). The Happitest maps your happiness. Immediately after completion, you receive a personal feedback report with your scores and concrete tips. This way, you maintain control of your own job (satisfaction). ([www.sn.nl/geluk/happitest](http://www.sn.nl/geluk/happitest))

sn.nl/geluk/happitest

## Employee Experience Journey Mapping

From employer branding to retirement: HR will have to streamline all HR tools, processes and regulation to the ultimate employee experience. That process is called the Employee Experience Journey Mapping or Employee Experience Design.

### How does this work? Follow these 10 steps:

**Step 1.** Define your vision on employee experience: what kind of employer do you wish to be? What are the organisation's strategic goals and your strategic HR policy? Then, determine which part of the HR cycle you will focus on. Cut larger parts into manageable parts. Assemble a team from all parties concerned who may contribute: the target group, HR, relevant departments or your talent pool. Focus for instance on:

- Recruitment and selection
- Preboarding
- Onboarding
- Remunerations and bonuses
- Training and development
- Permanent involvement, communication and community development
- Salary and recognition
- Performance planning, feedback and evaluation
- Promotion
- Retirement, resignation and dismissal

**Step 2.** Collect insights about the current situation: by interviews or evaluations. Have colleagues keep a diary about what they go through regarding this HR part and what feelings are evoked in them. Or put yourself in the category of colleagues and check your own findings.

**Step 3.** Determine what the desired outcomes should be and for which category of (future) colleagues. HR should ask themselves: Do we know our target group well enough? Can we make our employees happier? Are we applying our values and core skills? Are we living the brand? Do we truly capitalise talents? Do we offer the best internal social networks? Do we help each other to make our jobs more efficient, easier and simpler? Do we offer the best service? Do we offer customised solutions? Do we really care for each other's health? Can we work with fewer rules? Does this HR issue still need attention or can we stop? All HR processes should ultimately lead to employees feeling appreciated and happy. This focus should be featured in all HR aspects. The category of employees you set out for can come from a certain function group, but your selection may also be based on age, education, geography or nationality.

**Step 4.** Determine the gap between the current and the desired state.

**Step 5.** Brainstorm on which improvement measures might close the gap. Involve the

target group in making the choices. After all, you are doing it for them.

**Step 6.** Prioritise the improvement measures. Don't make the number too large.

**Step 7.** Draw up an action plan and get started with a small group of people. Work together with other departments, such as Communications, IT or Facility Management. Adopt an agile approach. Use technological solutions: digitalise as much as possible.

**Step 8.** Have a try-out at a department or with a group of colleagues. Learn from the findings and adjust where necessary.

**Step 9.** Implement on a large scale.

**Step 10.** Continue to ask for feedback and feedforward. Use HR analytics to see if you are reaching your goals and keep improving HR.





## *Read more on* **Employee Experience**

**Aarnoutse, B.** (2016), Alignment 2.0

**Block, L.** (2015), Work Rules! Insights from inside Google that will transform how you live and lead

**Hsieh, T.** (2010), Delivering Happiness. A path to Profits, Passions and Purpose

**Kjerulf, A.** (2014), Happy Hour is 9 tot 5. How to love your job, love your life an kick butt at work.

**Laloux, F.** (2015), Reinventing Organizations

**Maylett, T. & Wride, M.** (2017) The employee experience: How to attract talent, retain top performers and drive results.

**Mcleod, J. & Tetzlaff, S.** (2016), The Employee Experience. A Capstone Guide to Peak performance

**Meister, J & Kevin J. Mulcahy** (2017), The future workplace experience. 10 rules for mastering disruption in recruiting and engaging employees

**Morgan, J.** (2017), The Employee Experience Advantage

**Quinn, R.** (2015), Positive organisations, 100 unconventional ways to really transform your organisation

**Semler, R.** (2004), Semco-style

**Sinek, S.** (2009), Start with the why. The Golden Circle of Entrepreneurship

**Schwartz, B.** (2016), Why we work

**Torfs, W.** (2015), Work with heart and soul. The story of Shoes Torfs. Building blocks for a great place to work



## About us...

Gea Peper and Heleen Mes share the mission to contribute to a world in which job happiness is the standard rather than the exception. As we spend a large proportion of our lives at work, this influences our perception of happiness. People who are happy in their jobs are healthier, more creative, collaborate better and are less stressed than their less happy colleagues. Being happy at work contributes to a higher labour productivity and a higher customer satisfaction - resulting in better (business) results. In short: Happy People - Better Business!

**Gea Peper** has over 25 years of (international) experience in the field of management consulting and HR and is the founder of HappinessBureau that aims to make organisations (even) more successful by enlarging the employees' happiness.

As an HR director, **Heleen Mes** achieved a top ranking Best Employers with two employers and has monitored the (inter)national HR developments for years at Great Places to Work, High Performance Organisations, and Happy at work companies. She works as an HR director, consultant, trainer and lecturer. Heleen is the editor of [hpbbnieuws.nl](http://hpbbnieuws.nl) and [hpbbnews.com](http://hpbbnews.com).

## HappinessBureau

HappinessBureau advises and supports companies and organisations that wish to enlarge their employees' happiness at work. We do this by giving advice, quick scans, workshops, conducting surveys, publishing articles and books, giving presentations and organising events on great employee experience and happiness at work.

HappinessBureau is based on an evidence-based approach which arranges for happiness and the ensuing results to be measurable and verifiable.

[www.happinessbureau.nl](http://www.happinessbureau.nl)

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## Happy People - Better Business

Each year, HappinessBureau organises the Netherlands' largest event on happiness at work: Happy People - Better Business. Inspiring presentations from speakers from around the world and a wide variety of workshops from companies that have put 'happiness at work' into practice successfully.

[www.happypeoplebetterbusiness.nl](http://www.happypeoplebetterbusiness.nl)

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## Happy People - Better Business news

Want to know more about Happiness at Work? Check the up-to-date news site Happy People - Better Business for the most comprehensive collection of articles, books, workshops, events and films from the (inter)national media on job happiness, employee experience, autonomy, self-management, compliments, job crafting, inspiring leadership, job satisfaction, model organisations and many more!

[www.hpbbnieuws.nl](http://www.hpbbnieuws.nl)

[www.hpbbnews.com](http://www.hpbbnews.com)

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## Join us on LinkedIn group Employee Experience Nederland/België

Platform for HR professionals on LinkedIn who wish to create a great Employee Experience in organisations. Join us and contribute to discussions, interesting updates and the latest developments.

## TRAINING TO BECOME A HAPPINESS AT WORK EXPERT

# HAPPINESS AT WORK EXPERT, A CAREER WITH A FUTURE

On the site of Nationale Beroepengids you'll find an overview of 21 new professions with prospects. On the second place you will find the Happiness at Work Expert. A Happiness at Work Expert is a manager or staff member who's responsible for enhancing happiness in the workplace.

Among other things, the Happiness at Work Expert does this by conducting workshops and (team) coaching and training aimed at personal leadership and organising inspirational sessions. In addition, the Happiness at Work Expert provides knowledge and insights on happiness at work, implements tools or systems to enhance and/or measure happiness in the workplace.

Would you like to become a Happiness at Work Expert, sign up for the unique training.

This three-day training is solely provided by HappinessBureau and covers the following topics:

- The principles of happiness at work, based on the latest scientific insights.
- How to measure happiness and job satisfaction in your organisation.
- Which instruments to deploy to enhance happiness at work and job satisfaction.

- (Inter)national examples of organisations that have put happiness at work into practice successfully.
- Practical tools, fun and inspiring exercises you can
- immediately use in your organisation.

The training consists of three separate training days, two weeks apart.

Due to the interactive nature of the training, we use small groups.

For more information and signing up, please visit [www.happinessbureau.nl](http://www.happinessbureau.nl).



# HAPPINESSBUREAU PARTNERSHIP PROGRAMMA

Become a partner of HappinessBureau and enhance the happiness in your company!

Organisations can no longer ignore the theme job happiness. The scientific evidence is unmissable: people who are happy at work are healthier, more creative, more innovative and more enthusiastic than their less happy colleagues. Happy employees contribute to a higher labour productivity and a higher customer satisfaction, resulting in better (business) results.

The mission of HappinessBureau is to make job happiness in organisations the standard rather than the exception. To achieve this, we support companies that wish to contribute hereto. If your company also wishes to enhance its employees' job happiness permanently, join the HappinessBureau Partnership Programme.

### *What can you expect as a partner?*

As a partner, you will get unlimited access, via a private website, to our workshop and presentation materials, exercises, quick scans, hand-outs, survey results and articles we have collected, developed and used with our (inter)national clients in the past years. You may use all these materials to assemble

a happiness enhancing programme, customised for your company. Because everything that we at HappinessBureau have learned from our customers in the past years, is that there is no 'one size fits all' programme as it comes to job happiness.

In addition, you may also opt for regular advice and support in developing and implementing job happiness in your organisation.

As a partner, you will receive a discount on the training for Job Happiness expert, all our workshops and the annual Happy People Better Business event ([www.happypeoplebetterbusiness.nl](http://www.happypeoplebetterbusiness.nl)).

### *How does that work?*

The Partnership Programme is a subscription for at least 6 months. After that, it may be terminated per month. You can choose from various subscription options. For more information and signing up, please visit [www.happinessbureau.nl](http://www.happinessbureau.nl).



## **Colophon**

Read our book “De 12 things you need to know about happiness at work” as well.  
([www.hpbbnews/free-ebook](http://www.hpbbnews/free-ebook))

This book has been published by HappinessBureau.  
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Design and DTP: lemonlab Strategische Communicatie

**2017**