THE TOTAL EMPLOYEE EXPERIENCE

Prof. Brad Harrington
Boston College Center for Work & Family
Spring Roundtable Meeting, April 28, 2016
Addressing employee needs holistically, with a blending of work and life, and avoiding a “one size fits all” approach. From how leaders are recognizing and rewarding employees, to more effective health and wellness program design, we see the importance of a personalized, holistic approach. Programs that effectively reward and recognize the varied individual employee motivators are essential in today’s multi-generational workplace.

Mark Bickford, CEO, Corporate Services Sodexo North America

2016 Workplace Trends
Reimagining Work-Life: The Total Employee Experience:

- Framing the challenge
- Broadening our view
- Organizational case studies
  - AbbVie: Leslie Marasco
  - Marriott Corporation: Betsy Kiss
  - Sodexo – Jodi Davidson
- Experiential activity - All
Work-Life Perspectives

- Diversity
- Total Rewards
- Work-Life / Flexibility
- Citizenship
- Health & Wellness
- Talent Management
# Expanding Workforce Challenges

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A few introductory thoughts

- Work-life is as critical & challenging as ever but may have lost some momentum in spite of this.
- Has it in your organization?
- Is there a concern as field’s organizations lose focus or change (e.g. CB, CV, AWLP, FWI)?
- Organizationally, I worry that work-life is viewed as a specific set of policies and programs ....
- Rather than a comprehensive solutions to the work and life issues that employees experience
- Disconnect between teaching experience / practice
I feel valued, respected, & included in my work group
My employer care about my well-being
I am engaged, passionate and committed to my work
I am developing in ways that are consistent with my career aspirations and life goals
I have a life outside of work that accommodates my personal pursuits, family, friends, & community

What I believe Work-life is about today:
The Employee Experience
It’s not about work-life programs.

It’s about the employee’s work (and life) experience!
Quality of Work Life refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work.

From the Quality of Work Life Movement which began in 1970s
MY EMPLOYER CARES ABOUT MY WELL-BEING
Source: Prudential Financial
At the start of Global Employee Health & Fitness Month (May) we're sharing some eye-opening new data about employee wellness. In our survey of full-time employed adults, we found that despite employers investing millions of dollars to promote employee health, almost half of the U.S. workplace does not budge.

The problem is that many organizations separate wellness, work+life, flexibility, and other employee strategies into separate initiatives rather than linking them together to benefit both business and employee performance. It's time to break down the silos because employee wellness and work+life flexibility are better together.

From today’s Cali Williams Yost newsletter
Manager Cares About Well-Being

Boston College Center for Work & Family
Manager Cares About Well-Being

Boston College Center for Work & Family
ENGAGED IN & PASSIONATE ABOUT MY WORK; DEVELOPING IN WAYS THAT ARE CONSISTENT WITH MY LIFE GOALS
Conflict and Enrichment
Career Management & Work-Life

- “Protean” career concepts:
  - Sees career in work / life context
  - Careers are more individualized, less organizationally-driven
  - Success is a subjective measure - best assessed by individual
- Requires two critical competencies:
  - Identity: clear self-concept
  - Adaptability: ability to adapt to changing professional and personal circumstances
MY WORK FITS MY LIFE, PERSONAL PURSUITS, FAMILY, COMMUNITY
Employee Career Goals

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Employee Career Goals

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Is “Life” or Work More Important?
How are work-life, flexibility, wellbeing, inclusion, career management positioned at your company?

Is there potential to create a unifying theme / brand around the employee experience?

Would this be a desirable goal?

Who would you need to partner with?

What challenges do you foresee?

Where might you gain support or “small wins”?

The Total Employee Experience at Your Organization
Integrated Workforce Management Model

Organizational Mission and Strategy

- Leadership & Culture
- Individual Career Management
- HR Policies & Programs

Organizational Values and Workforce Expectations
Happiness is contagious. Pass it on by sharing yours!

1 | Take a photo
2 | Upload it
2 | Win a happiness event
Here’s BC’s “Happy”
(with thanks to Pharrell Williams)

https://www.youtube.com/watch?v=4_8I_w5v18I